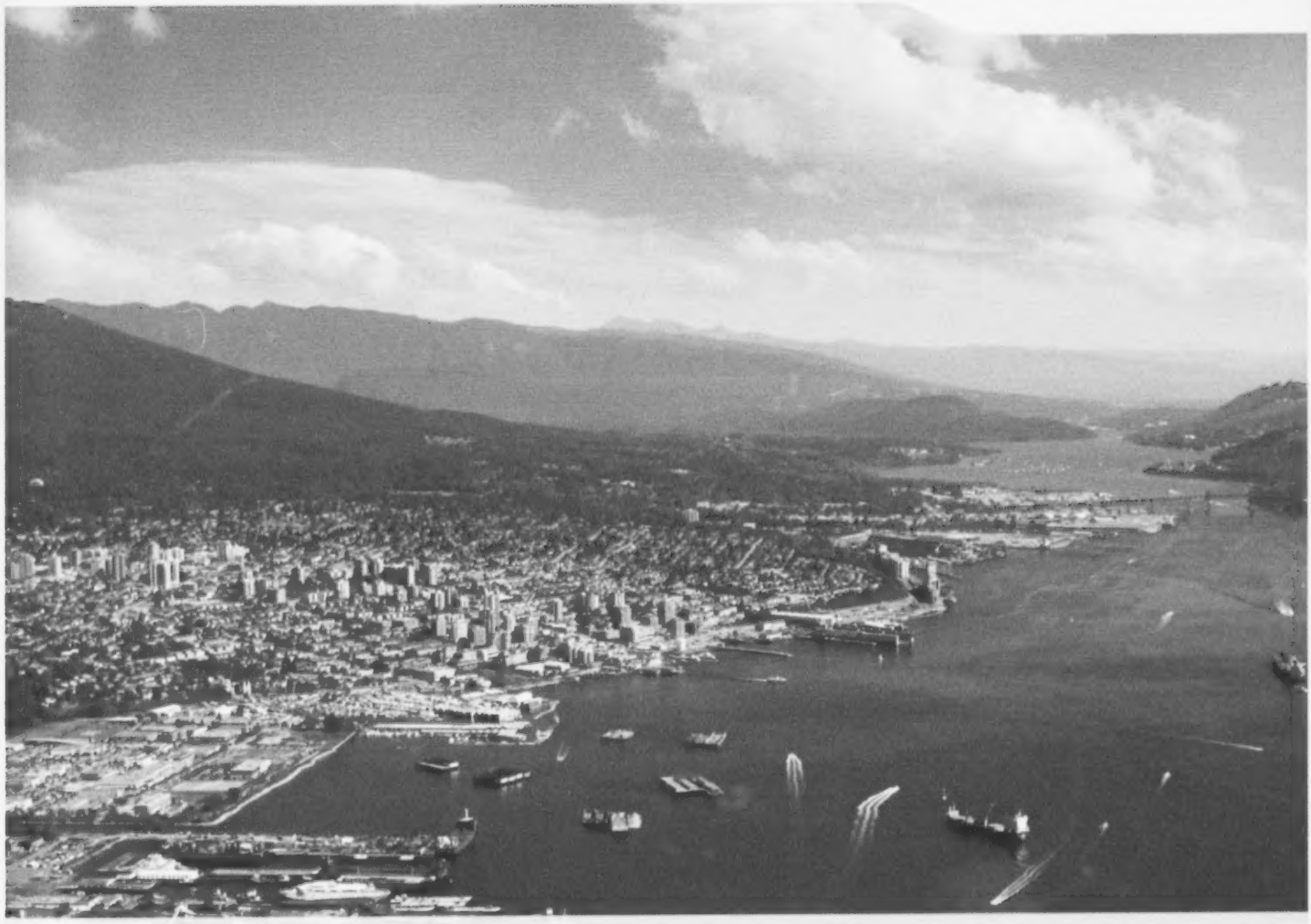
Transport Canada Transports Canada



TRANSPORT CANADA

Report on Plans and Priorities

2014-15

Canada

Transport Canada

2014–15

Report on Plans and Priorities

The Honourable Lisa Raitt, P.C., M.P.
Minister of Transport

© Her Majesty the Queen in Right of Canada, represented by the Minister of Transport, 2014, Ottawa, Canada

Catalogue No. T1-7/2014E-PDF

1494-2526

ISSN 2292-289X

This document is available on the Transport Canada website

This document is available in alternative formats upon request.

2014–15
ESTIMATES

PART III – Departmental Expenditure Plans: Reports on Plans and Priorities

Purpose

Reports on Plans and Priorities (RPP) are individual expenditure plans for each department and agency. These reports provide increased levels of detail over a three-year period on an organization's main priorities by Strategic Outcome, Program and planned/expected results, including links to related resource requirements presented in the Main Estimates. In conjunction with the Main Estimates, RPPs serve to inform members of Parliament on planned expenditures of departments and agencies, and support Parliament's consideration of supply bills. The RPPs are typically tabled soon after the Main Estimates by the President of the Treasury Board.

Estimates Documents

The Estimates are comprised of three parts:

Part I - Government Expenditure Plan - provides an overview of the Government's requirements and changes in estimated expenditures from previous fiscal years.

Part II - Main Estimates - supports the Appropriation Acts with detailed information on the estimated spending and authorities being sought by each federal organization requesting appropriations.

In accordance with Standing Orders of the House of Commons, Parts I and II must be tabled on or before March 1.

Part III - Departmental Expenditure Plans consists of two components:

- Report on Plans and Priorities
- Departmental Performance Report (DPR)

DPRs are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs.

The DPRs for the most recently completed fiscal year are tabled in the fall by the President of the Treasury Board.

Supplementary Estimates support Appropriation Acts presented later in the fiscal year. Supplementary Estimates present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or have subsequently been refined to account for developments in particular programs and services. Supplementary Estimates also provide information on changes to expenditure

forecasts of major statutory items, as well as on such items as transfers of funds between votes, debt deletion, loan guarantees and new or increased grants.

For more information on the Estimates, please consult the Treasury Board Secretariat website.[i]

Links to the Estimates

As shown above, RPPs make up part of the Part III of the Estimates documents. Whereas Part II emphasizes the financial aspect of the Estimates, Part III focuses on financial and non-financial performance information, both from a planning and priorities standpoint (RPP), and an achievements and results perspective (DPR).

The Management Resources and Results Structure (MRRS) establishes a structure for display of financial information in the Estimates and reporting to Parliament via RPPs and DPRs. When displaying planned spending, RPPs rely on the Estimates as a basic source of financial information.

Main Estimates expenditure figures are based on the Annual Reference Level Update, which is prepared in the fall. In comparison, planned spending found in RPPs includes the Estimates, as well as any other amounts that have been approved through a Treasury Board submission up to February 1st (See Definitions section). This readjusting of the financial figures allows for a more up-to-date portrait of planned spending by Program.

Changes to the presentation of the Report on Plans and Priorities

Several changes have been made to the presentation of the RPP, partially to respond to a number of requests – from the House of Commons Standing Committees on Public Accounts (PAC - Report 15[ii]), in 2010; and on Government and Operations Estimates (OGGO - Report 7[iii]), in 2012 – to provide more detailed financial and non-financial performance information about programs within RPPs and DPRs, thus improving the ease of their study to support appropriations approval:

- in Section II, financial, human resources and performance information is now presented at the Program and sub-program levels for more granularity;
- the report's general format and terminology have been reviewed for clarity and consistency purposes; and
- other efforts aimed at making the report more intuitive and focused on Estimates information were made to strengthen alignment with the Main Estimates.

How to read this document

RPPs are divided into four sections:

Section I: Organizational Expenditure Overview

This Organizational Expenditure Overview allows the reader to get a general glance at the organization. It provides a description of the organization's purpose, as well as basic

financial and human resources information. The section opens with the new Organizational Profile, which displays general information about the department, including the names of the minister and the deputy head, the ministerial portfolio, the year the department was established and the main legislative authorities. This subsection is followed by a new subsection entitled Organizational Context, which includes the Raison d'être, Responsibilities, Strategic Outcomes and Program Alignment Architecture, Organizational Priorities and Risk Analysis. The section ends with Planned Expenditures, Alignment to Government of Canada Outcomes, Estimates by Votes and the Contribution to the Federal Sustainable Development Strategy. It should be noted that this section does not display any non-financial performance information related to Programs (please see Section II).

Section II: Analysis of Programs by Strategic Outcomes

This section provides detailed financial and non-financial performance information for Strategic Outcomes, Programs and sub-programs. This section allows the reader to learn more about Programs by reading their respective descriptions and narratives entitled "Planning Highlights." This narrative speaks to key services or initiatives that support the plans and priorities presented in Section I; it also describes how performance information supports the department's Strategic Outcome or parent Programs.

Section III: Supplementary Information

This section provides supporting information related to departmental plans and priorities. In this section, the reader will find future-oriented statement of operations and a link to supplementary information tables regarding transfer payments, as well as information related to the greening government operations, internal audits and evaluations, horizontal initiatives, user fees, major Crown and transformational projects, and up-front multi-year funding, where applicable to individual organizations. The reader will also find a link to the Tax Expenditures and Evaluations Report, produced annually by the Minister of Finance, which provides estimates and projections of the revenue impacts of federal tax measures designed to support the economic and social priorities of the Government of Canada.

Section IV: Organizational Contact Information

In this last section, the reader will have access to organizational contact information.

Definitions

Appropriation
Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary vs Non-budgetary Expenditures

Budgetary expenditures – operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Non-budgetary expenditures – net outlays and receipts related to loans, investments and advances that change the composition of the financial assets of the Government of Canada.

Expected Result
An outcome that a program is designed to achieve.

Full-Time Equivalent (FTE)
A measure of the extent to which an employee represents a full person-year charge against a departmental budget. FTEs are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada Outcomes
A set of high-level objectives defined for the government as a whole.

Management Resources and Results Structure (MRRS)
A common approach and structure for the collection, management and reporting of financial and non-financial performance information.

An MRRS provides detailed information on all departmental Programs (i.e., Program costs, Program expected results and their associated targets, how they align to the government's priorities and intended outcomes, etc.) and establishes the same structure for both internal decision making and external accountability.

Planned Spending
For the purpose of the RPP, planned spending refers to those amounts for which a Treasury Board (TB) submission approval has been received by no later than February 1, 2014. This cut-off date differs from the Main Estimates process. Therefore, planned spending may include amounts incremental to planned expenditure levels presented in the 2014–15 Main Estimates.

Program
A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results, and that are treated as a budgetary unit.

Program Alignment Architecture
A structured inventory of a department's programs, where programs are arranged in a hierarchical manner to depict the logical relationship between each program and the Strategic Outcome(s) to which they contribute.

Spending Areas
Government of Canada categories of expenditures. There are four spending areas[iv] (social affairs, economic affairs, international affairs and government affairs) each comprised of three to five Government of Canada outcomes.

Strategic Outcome
A long-term and enduring benefit to Canadians that is linked to the department's mandate, vision and core functions.

Sunset Program
A time-limited program that does not have on-going funding or policy authority. When the program is set to expire, a decision must be made as to whether to continue the program. (In the case of a renewal, the decision specifies the scope, funding level and duration).

Whole-of-Government Framework
A map of the financial and non-financial contributions of federal organizations receiving appropriations that aligns their programs to a set of high-level outcome areas defined for the government as a whole.

Table of Contents

Minister's Message 1

Section I: Organizational Expenditure Overview 3

Organizational Profile 3

Organizational Context 4

Raison d'être 4

Responsibilities 5

Strategic Outcomes and Program Alignment Architecture (PAA) 6

Organizational Priorities 8

Risk Analysis 13

Planned Expenditures 17

Alignment to Government of Canada Outcomes 22

Departmental Spending Trend 22

Estimates by Vote 23

Contribution to the Federal Sustainable Development Strategy (FSDS) 24

Section II: Analysis of Programs by Strategic Outcomes 25

Strategic Outcome 1: An Efficient Transportation System 25

Program 1.1: Transportation Marketplace Frameworks 25

Program 1.2: Gateways and Corridors 31

Program 1.3: Transportation Infrastructure 35

Strategic Outcome 2: A Clean Transportation System 39

Program 2.1: Clean Air from Transportation 39

Program 2.2: Clean Water from Transportation 42

Program 2.3: Environmental Stewardship of Transportation 44

Strategic Outcome 3: A Safe and Secure Transportation System 46

Program 3.1: Aviation Safety 46

Program 3.2: Marine Safety 49

Program 3.3: Rail Safety 52

Program 3.4: Motor Vehicle Safety 56

Program 3.5: Transportation of Dangerous Goods 59

Program 3.6: Aviation Security 62

Program 3.7: Marine Security 64

Program 3.8: Surface and Intermodal Security 67
Program 3.9: Multimodal Safety and Security 68
Program 4.1: Internal Services 72

Section III: Supplementary Information 75
Future-Oriented Statement of Operations 75
Supplementary Information Tables 75
Tax Expenditures and Evaluations 76

Section IV: Organizational Contact Information 77

Endnotes 78

Minister's Message

As Minister of Transport, I am pleased to present Transport Canada's 2014–15 Report on Plans and Priorities, an overview of the department's main priorities by strategic outcomes, programs and planned/expected results.

The Government of Canada works to protect Canadians and make their communities safe, while improving and strengthening Canada's economy. For Transport Canada, this means maintaining a transportation system that ensures the efficient, and environmentally responsible movement of goods and people while fostering an overall culture of safety.

In the coming year, the department will focus on five goals to support a safe, efficient and clean transportation system:

First, we will **refine and strengthen Transport Canada's safety and security oversight.** The department will work with the transportation industry to implement consistent oversight guidelines across all transportation modes. By having these guidelines in place, Canadians will have confidence that the transportation system meets the highest standards for safety and is inspected regularly. These guidelines will also let them know that everyone involved in the transportation system is taking appropriate actions to maintain safety. The department will also improve risk-assessment tools and strengthen the recruitment and training of inspectors, technical experts and regulators.

The safety of our communities is paramount for the Government of Canada. The terrible events of Lac-Mégantic, in which 47 people perished, demonstrated why we must continue to improve our systems of rail safety and transportation of dangerous goods. While statistics show that Canada still has some of the safest such systems in the world, there is more we can do so that the few accidents that do occur do not result in tragic consequences. We will base our action on three fundamental elements of transportation safety: prevention, preparedness and response, and liability and compensation.

Second, we will ensure Canada's transportation network **contributes to the government's Responsible Resource Development agenda,** supporting economic growth while protecting our environment. We will implement a world-class tanker safety system to protect our citizens, our industry and our environment from potential oil spills by making sure we have properly assessed the risks and are taking the actions needed to respond quickly and effectively, should an incident occur. The department will also work with its partners to research transportation infrastructure in the North and support Arctic development.

We will also **improve critical transportation infrastructure** to support trade and Canada's competitiveness in the global economy. Transport Canada will advance the

Detroit River International Crossing project, and help ensure Canada's Pacific and Atlantic gateways and corridors continue to operate in an efficient, reliable and effective manner. This will include Beyond the Border Action Plan initiatives related to cross-border transportation.

We will also ensure that **Transport Canada's policies and programs position the transportation system to meet future demands and challenges**. The department will continue to review air and marine transportation policies, programs and regulations to balance the needs of the transportation sector with social, economic and environmental objectives. It will also promote good governance in Crown corporations and other arms-length entities in its portfolio, and implement long-term strategies for Transport Canada-owned airports and ports.

Finally, we will strive to **adopt the Government of Canada's efficiency and renewal measures**. Transport Canada will work to achieve excellence in public service by engaging employees in the Blueprint 2020 initiative to develop the future public service, improving the management of employee performance and business processes, and enhancing information management systems to better deliver programs and services.

Over the coming year, we will continue to deliver on our core mandate, while supporting the government's overall priorities to promote long-term growth, job creation and economic prosperity. As Minister, I am confident that we will accomplish these objectives and continue to serve Canadians.

The Honourable Lisa Raitt, P.C., M.P.
Minister of Transport

Section I: Organizational Expenditure Overview

Organizational Profile

Minister: The Honourable Lisa Raitt, P.C., M.P.

Deputy head: Louis Lévesque

Ministerial portfolio: Transport Canada

Year established: 1936

Main legislative authorities: *Department of Transport Act* [v](R.S., 1985, c. T-18)

Transport Canada administers over 50 laws related to transportation[vi] and also shares the administration of many others. Access to the full text of federal acts and regulations is provided by Justice Canada, which is responsible for maintaining the Consolidated Statutes of Canada[vii].

Organizational Context

Raison d'être

A safe and secure transportation system provides reliable and efficient movement of goods and people across the country and around the world. In an environmentally responsible way, it meets the challenges posed by topography and geography, linking communities and reducing the effects of the distance that separates people. These vital roles reflect transportation's interdependent relationship with all sectors of the economy and society.

Transport Canada[viii] is responsible for the Government of Canada's transportation policies and Programs. The department develops legislative and regulatory frameworks, and conducts transportation oversight through legislative, regulatory, surveillance and enforcement activities. While not directly responsible for all aspects or modes of transportation, the department plays a leadership role to ensure that all parts of the transportation system across Canada work together effectively.

The federal Government, with Transport Canada in the lead, has sole responsibility for matters such as aviation safety and security; for other matters, we share responsibility with provincial, territorial and municipal governments. We must also work with trading partners and in international organizations to understand and harmonize policy and administrative frameworks, so as to protect Canadian users of the global transportation system while encouraging efficiency.

In areas for which Transport Canada does not have direct responsibility – for example, for building and maintaining road networks – we use strategic funding and partnerships to promote safe, efficient and environmentally responsible movement of people and goods into and across the country. In this way, we play a leadership role to ensure that all parts of the transportation system across Canada and world-wide work together effectively and efficiently.

OUR VISION
A transportation system in Canada that is recognized worldwide as safe and secure, efficient and environmentally responsible.

Transport Canada's departmental vision of a sustainable transportation system integrates social, economic and environmental objectives. Our vision's three guiding principles are to work towards the following objectives:

- the highest possible safety and security of life and property, supported by performance-based standards and regulations;
- the efficient movement of people and goods to support economic prosperity and a sustainable quality of life, based on competitive markets and targeted use of regulation and government funding; and

- respect of the environmental legacy of future generations of Canadians, guided by environmental assessment and planning processes in transportation decisions and selective use of regulation and government funding.

Responsibilities

Transport Canada is part of the Transport Canada Portfolio, which includes Transport Canada, shared governance organizations (e.g., the St. Lawrence Seaway Management Corporation), Crown corporations (e.g., the Great Lakes Pilotage Authority, Canada Post Corporation) and administrative tribunals/agencies (e.g., the Transportation Appeal Tribunal of Canada). Grouping these organizations into one portfolio allows for integrated decision making on transportation issues.

Strategic Outcomes and Program Alignment Architecture (PAA)

As illustrated in Figure 1, Transport Canada's Program Alignment Architecture includes 15 Programs that contribute to achieving the following three departmental Strategic Outcomes:

1. An efficient transportation system;
2. A clean transportation system; and
3. A safe and secure transportation system.

The sixteenth Program, Internal Services supports all three strategic outcomes.

To better align itself to the Government of Canada outcome areas[ix] the department has modified its Program Alignment Architecture. Revisions from 2013–14 to 2014–15 include the following:

- Transfer of Program 1.4, Transportation Analysis and Innovation under Program 1.1, Transportation Marketplace Frameworks, to create a new sub-program 1.1.5, Transportation Analysis and Innovation; and
- Deletion of sub-program 3.1.3, Airports Capital Assistance program, and merging of activities within sub sub-program 1.3.1.3, Small Aerodrome Support.

Figure 1: Transport Canada 2014–15 Program Alignment Architecture (PAA)

1 An Efficient Transportation System		2 A Clean Transportation System	3 A Safe and Secure Transportation System	
1.1 Transportation Marketplace Frameworks	**1.3 Transportation Infrastructure**	**2.1 Clean Air from Transportation**	**3.1 Aviation Safety**	**3.5 Transportation of Dangerous Goods**
1.1.1 Air Marketplace Framework	1.3.2 Marine Infrastructure	2.1.1 Clean Air Regulatory Framework and Oversight	3.1.1 Aviation Safety Regulatory Framework	3.5.1 Transportation of Dangerous Goods Regulatory Framework
1.1.2 Marine Marketplace Framework	1.3.2.1 Canada Port Authority Stewardship	2.1.2 Clean Air Initiatives	3.1.2 Aviation Safety Oversight	3.5.2 Transportation of Dangerous Goods Oversight
1.1.3 Surface Marketplace Framework	1.3.2.2 Seaway Stewardship and Support	**2.2 Clean Water from Transportation**	3.1.2.1 Service to the Aviation Industry	3.5.3 Emergency Response for Transportation of Dangerous Goods
1.1.4 International Frameworks and Trade	1.3.2.3 Ferry Services Stewardship and Support	2.2.1 Clean Water Regulatory Framework	3.1.2.2 Surveillance of the Aviation System	**3.6 Aviation Security**
1.1.5 Transportation Analysis and Innovation	1.3.2.4 Port Operations	2.2.2 Clean Water Regulatory Oversight	3.1.3 Aircraft Services	3.6.1 Aviation Security Regulatory Framework
1.2 Gateways and Corridors	1.3.3 Surface and Multimodal Infrastructure	**2.3 Environmental Stewardship of Transportation**	**3.2 Marine Safety**	3.6.2 Aviation Security Oversight
1.2.1 Asia-Pacific Gateway and Corridor Initiative	1.3.3.1 Rail Passenger Stewardship and Support		3.2.1 Marine Safety Regulatory Framework	3.6.3 Aviation Security Technological Infrastructure
			3.2.2 Marine Safety Oversight	
1.2.2 Gateways and Border Crossings Fund	1.3.3.2 Federal Bridge Stewardship		3.2.3 Navigable Waters Protection	**3.7 Marine Security**
			3.3 Rail Safety	3.7.1 Marine Security Regulatory Framework
1.3 Transportation Infrastructure	1.3.3.3 Highway and Other Transportation Infrastructure Support		3.3.1 Rail Safety Regulatory Framework	3.7.2 Marine Security Oversight
1.3.1 Airport Infrastructure			3.3.2 Rail Safety Oversight	3.7.3 Marine Security Operations Centres
1.3.1.1 Airport Authority Stewardship			3.3.3 Rail Safety Awareness and Grade Crossing Improvement	**3.8 Surface and Intermodal Security**
1.3.1.2 Airport Operations			**3.4 Motor Vehicle Safety**	**3.9 Multimodal Safety and Security**
1.3.1.3 Small Aerodrome Support			3.4.1 Motor Vehicle Safety Regulatory Framework	3.9.1 Multimodal Strategies and Integrated Services
			3.4.2 Motor Vehicle Safety Oversight	3.9.2 Emergency Preparedness and Situation Centres
			3.4.3 Motor Carrier Safety	3.9.3 Integrated Technical Training

4.1 Internal Services (Supports all SOs)	4.1.1 Governance and Management Support	4.1.2 Resource Management Services	4.1.3 Asset Management Services

LEGEND	Strategic Outcome	Program	Sub-program or Sub-sub-program

Organizational Priorities

Transport Canada has identified five priorities for 2014–15. These priorities are aligned with Government of Canada (GoC) priorities, support the achievement of its Strategic Outcomes and help the department address risks. Over the course of the year, senior management will pay special attention to the plans developed to meet these priorities and achieve results.

Priority	Type[1]	Strategic Outcomes and Programs
Refine and strengthen Transport Canada's safety and security oversight	Ongoing	SO3 A Safe and Secure Transportation System (All Programs)
Description		
Why is this a priority? A safe and secure transportation system moves people and goods across Canada and to international destinations without loss of life, injury or damage to property. By refining and strengthening Transport Canada's oversight function, the department will be better able to work with the transportation industry to uphold a culture of safety and security. What are the plans for meeting this priority? • Implementing standardized multimodal oversight guidelines to support the consistent application of national procedures, refine risk-based inspection planning/reporting and mandate key components of quality assurance programs; • Implementing an action plan for transportation of dangerous goods by rail including enhanced risk-assessment tools to identify and adapt to changing patterns of trade; • Developing comprehensive human resources plans for strengthening recruitment and training regimes for inspectors, technical experts and regulators to ensure all modes have the required skills and competencies to deliver on our current and future activities; and • Developing a plan for multimodal enforcement.		

[1]Type is defined as follows: **previously committed to**—committed to in the first or second fiscal year prior to the subject year of the report; **ongoing**—committed to at least three fiscal years prior to the subject year of the report; and **new**—newly committed to in the reporting year of the RPP or Departmental Performance Report.

Priority	Type	Strategic Outcome and Programs
Continue to contribute to the Government's Responsible Resource Development agenda	Ongoing	SO2 A Clean Transportation System (All Programs) SO3 A Safe and Secure Transportation System (Programs 3.2 and 3.9)

Description

Why is this a priority?

The Government of Canada is taking steps to ensure that Canada develops its natural resources in a way that protects the environment, while contributing to continued economic growth and job creation.

What are the plans for meeting this priority?

- Implementing measures to support responsible resource development that will strengthen tanker safety, the nation's oil-spill preparedness and response regime, and safe and environmentally responsible marine shipping; and
- Advancing an integrated Transport Canada approach to transportation that facilitates protection of the environment and consideration of Aboriginal, provincial/territorial, community and stakeholder engagement.

Priority	Type	Strategic Outcomes and Programs
Improve Canada's competitiveness and critical transportation infrastructure	Ongoing	SO1 An Efficient Transportation System (Program 1.2) SO3 A Safe and Secure Transportation System (Program 3.6)

Description

Why is this a priority?

An efficient transportation system supports trade and economic prosperity and contributes to Canadians' quality of life. Having adequate infrastructure for our key trade corridors is essential for the transportation system.

What are the plans for meeting this priority?

- Advancing the Detroit River International Crossing (DRIC) project through the procurement stage;
- Advancing the New Bridge for the St. Lawrence in Montreal through the procurement stage;
- Supporting the efficiency of Canada's gateways through stakeholder engagement, system fluidity analysis, and strategic investment; and
- Carrying out Beyond the Border Action Plan initiatives related to cross-border transportation facilitation and security.

Priority	Type	Strategic Outcomes and Programs
Ensure that Transport Canada's policies, programs and activities will meet the needs of the transportation system in the long term	Ongoing	SO1 An Efficient Transportation System (All Programs) SO2 A Clean Transportation System (All Programs) SO3 A Safe and Secure Transportation System (Program 3.6) Program 4.1 Internal Services

Description

Why is this a priority?

Transportation is essential for Canada's social and economic prosperity. This priority will ensure that our strategic approaches continue to be relevant, meet the needs of the transportation sector and consider social, economic and environmental objectives.

What are the plans for meeting this priority?

- Reviewing government policies, programs and regulations related to the air sector with a view to current and future economic prosperity and service levels;
- Reviewing current policies related to the marine sector with a view to supporting economic growth;
- Developing an integrated Transport Canada approach to northern transportation that aligns with initiatives by other government departments (OGDs) and other jurisdictions (e.g., Northern Strategy Phase II, Arctic Council shipping agenda, territorial transportation plans) and strengthens transportation as an enabler of economic development without compromising the northern environment;
- Implementing actions to strengthen climate change adaptation knowledge and capacity, and improving how Transport Canada integrates adaptation into decision making;
- Refining and implementing the long-term airports and ports infrastructure strategies, including the devolution of assets to local communities; and
- Promoting good governance in Crown corporations and other arm's-length entities in the Transport Canada portfolio.

Priority	Type	Strategic Outcomes and Programs
Adopt the Government of Canada's efficiency and renewal measures	New	All SOs and Programs

Description

Why is this a priority?

The Government of Canada recognizes the need to adapt to the world's rapid rate of change that values innovation, agility and productivity, with the dual goals of improved service and greater resource efficiency. In this regard, Transport Canada is working towards achieving excellence in public service.

What are the plans for meeting this priority?

- Engaging employees in the Clerk of the Privy Council's initiative to develop the public service of the future, Blueprint 2020;
- Improving the consistency of employee-performance management to enhance productivity;
- Improving business processes within the department and contributing/adopting whole-of-government solutions to find efficiencies; and
- Enhancing the efficiency and capacity of information management systems to ensure completeness, consistency, reliability and "shareability" of data, via the implementation of an integrated Information Management (IM)/Information Technology (IT) strategy that better supports the delivery of our programs and services.

Risk Analysis

Operational Context

The external and internal risk and opportunity drivers that we expect will affect Canada's transportation system over the 2014–15 planning horizon are outlined in the following paragraphs. They were identified through an environmental scan in Spring 2013, as part of our integrated planning and reporting process.

In the years ahead, pressures such as demographic shifts, access to natural resources, financial and fiscal constraints, balancing economic growth with environmental protection, and general global geopolitical and economic turbulence could present challenges and opportunities for Canada and our transportation system, such as accessibility and the development of the North.

Transport Canada has a highly knowledgeable, skilled, experienced, age-diverse workforce, and extensive collaborative networks and partnerships. However, there is an opportunity to better align safety and security practices and mechanisms between modes and across Transport Canada organizations.

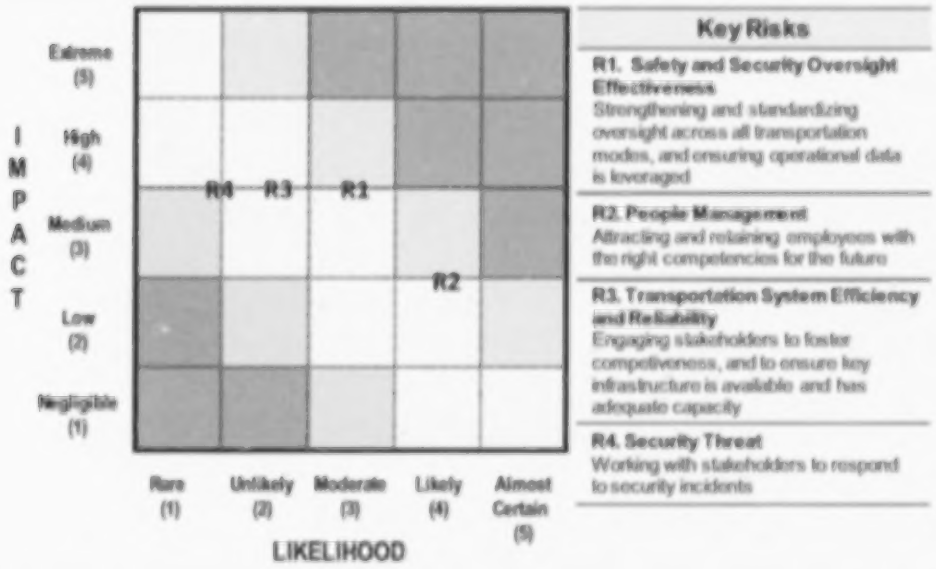
Web and mobile technologies, as well as access to government and partner data, could help to increase work productivity/efficiency and flexibility, improve engagement and knowledge transfer, and provide accurate and timely delivery of information and services to citizens/clients. Security threats, affecting all modes of the transportation system, will require continued vigilance, and governments and industry will need to adapt quickly to changes in the environment and to incidents in order to maintain public confidence towards transportation.

Key Risks and Risk Responses

The analysis of challenges and opportunities that could affect Canada's transportation system sets the context in which Transport Canada must identify the range of possible risks, assess the likelihood and potential impacts of adverse or favourable events, and develop responses to the threats and opportunities that may affect the delivery of Transport Canada's mandate. Risk management is integrated in all facets of Transport Canada's activities. The risks that have the most significant potential to affect the department's objectives are identified in the Corporate Risk Profile (CRP).

Transport Canada has identified four key risk areas in its current CRP. The department has also identified and implemented mitigation measures, or risk responses.
The identification of risks and the development of risk responses contribute to making decisions related to setting departmental priorities, planning, allocating resources, developing policies, managing programs and reporting on performance. The four key risk areas and their impact and likelihood placement are shown below:

Transport Canada's Corporate Risk Profile 2013–14



The key elements of our risk response strategy are presented in the following table:

Risk	Risk Response Strategy	Link to Program Alignment Architecture
R1. Safety and Security Oversight Effectiveness	The regulatory framework must remain current in the context of continuing change, and Transport Canada's internal governance and processes must adequately support oversight of the national transportation system. Oversight also requires accountability and effective management by all partners in the safety/security chain. Key responses include: • Strengthen and refine Transport Canada's oversight of the Canadian transportation system by developing and adopting a Transport Canada Directive to industry on safety and security oversight; • Strengthen and implement quality assurance practices and procedures in safety and security programs to manage effectiveness, efficiency, and consistency of oversight activities where applicable; • Implement the Action Plan for Rail Safety as set out in the 2013 Fall Report of the Auditor	SO3 A safe and secure transportation system

Risk	Risk Response Strategy	Link to Program Alignment Architecture
	General; • Enhance the consistent application of national and modal risk-based inspection planning/reporting and enforcement regimes/strategies; • Develop and adopt a program of regulatory capacity building; • Revise and develop, as required, training and guidance materials across the modes; and • Continue to strengthen data systems across Programs to improve surveillance, compliance and internal management systems. This will also involve mapping business functions to IM/IT applications to identify a model business architecture for the rationalization of systems.	
R2. People Management	Continuing change, including implementation of new action plans consistent with recommendations from the Office of the Auditor General or the Transportation Safety Board, increases the inherent people management risk. Other risk factors that impact people management are: change in the nature of the work and related competencies, workload pressures, and workplace issues. Key responses include: • People management strategies integrated to workforce planning and learning/development for all three Strategic Outcomes and Internal Services.	Across all three SOs and Internal Services
R3. Transportation System Efficiency and Reliability	Maintaining safety and security requirements and transportation system fluidity is critical. Any decrease in services to shippers and travellers may hamper economic development and have significant impacts on our competitive position and economic growth. Key responses include: • Advance the Detroit River International Crossing (DRIC) project and the new Bridge for the St. Lawrence in Montreal • Review Government policies, programs and regulations related to the air, marine and rail sector; • Carry out Beyond the Border Action Plan	SO1 An efficient transportation system SO2 A clean transportation system

Risk	Risk Response Strategy	Link to Program Alignment Architecture
	initiatives; and • Take steps to strengthen climate change adaptation knowledge and capacity and to improve how Transport Canada integrates adaptation into decision making.	
R4.Security Threat	International and public confidence in the security of Canada's transportation infrastructure remains critical. Security threats to human health and safety that could lead to death and/or injury to the public, and the destruction of key infrastructure sites have the potential for extreme impact. Key responses include: • Continue to implement the Beyond the Border Action Plan security initiatives; • Continue to closely monitor cyber threats to Transport Canada's mission-critical infrastructure by working with key government partners and putting action plans in place; • Enhance departmental response plans and arrangements (e.g., Incident Management Team, Crisis Management Team); • Strengthen security program capacity, including the Marine Security Oversight and Enforcement program, as well as the Surface and Intermodal Security Oversight program; and • Assess instruments for rail security and strengthen those as appropriate.	SO3 A safe and secure transportation system

Planned Expenditures

The following financial resources table provides a summary of the total planned spending for Transport Canada for the next three fiscal years. For more details on Planned Spending, including adjustments, please visit Transport Canada's website.

Budgetary Financial Resources (Planned Spending—dollars)

2014–15[2] Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
1,655,682,494	1,667,473,998	1,400,768,405	951,202,623

The following human resources table provides a summary of the total planned human resources for Transport Canada for the next three fiscal years.

Human Resources (Full-time equivalents—FTEs)

2014–15	2015–16	2016–17
5,222	5,172	5,003

Budgetary Planning Summary for Strategic Outcomes and Programs (dollars)

The following tables present:

- the forecasted spending for 2013–14 and planned spending for the next three fiscal years, by Program, in support of each Strategic Outcome;
- the total departmental spending for all Programs forecasted for 2013–14 and planned for the next three fiscal years; and
- the Strategic Outcomes 1, 2 and 3 Program contribution alignments to the Government of Canada outcomes.

[2] The 2014–15 Planned Spending exceeds 2014–15 Main Estimates funding because they include expected expenditures related to maternity and severance pay, which are funded by Treasury Board Secretariat later in the fiscal year.

Strategic Outcomes, Programs and Internal Services	Government of Canada Outcomes	2011–12 Expenditures	2012–13 Expenditures	2013–14 Forecast Spending	2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
Strategic Outcome 1: An Efficient Transportation System								
1.1 Transportation Marketplace Frameworks	A fair and secure marketplace	20,956,118	18,509,599	25,260,044	24,854,622	24,854,622	24,469,049	22,428,601
1.2 Gateways and Corridors	Strong economic growth	200,212,375	395,779,631	385,912,970	702,272,494	702,272,494	464,388,875	82,834,845
1.3 Transportation Infrastructure	An innovative and knowledge-based economy	398,295,633	341,302,631	387,805,067	333,815,823	333,815,823	321,806,362	321,796,669
Strategic Outcome 1 Subtotal		619,464,125	755,591,861	798,978,081	1,060,942,939	1,060,942,939	810,664,286	427,060,115
Strategic Outcome 2: A Clean Transportation System								
2.1 Clean Air from transportation	A clean and healthy environment	13,861,144	18,757,426	27,363,666	38,992,028	38,992,028	25,567,021	1,514,038
2.2 Clean Water from transportation	A clean and healthy environment	7,411,839	6,947,514	18,714,336	18,074,900	18,074,900	15,986,890	13,620,627
2.3 Environmental Stewardship of transportation.	A clean and healthy environment	23,206,885	20,059,193	33,657,212	29,171,557	29,171,557	32,807,561	10,697,815

Strategic Outcomes, Programs and Internal Services	Government of Canada Outcomes	2011–12 Expenditures	2012–13 Expenditures	2013–14 Forecast Spending	2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
Strategic Outcome 2 Subtotal		44,479,869	45,764,133	79,735,214	86,238,485	86,238,485	74,361,472	25,832,480
Strategic Outcome 3: A Safe and Secure Transportation System								
3.1 Aviation Safety	A safe and secure Canada	189,468,575	166,997,248	169,558,382	170,709,221	170,709,221	168,384,202	167,941,964
3.2 Marine Safety	A safe and secure Canada	75,594,201	56,523,301	60,743,567	56,003,982	56,003,982	54,913,444	50,230,092
3.3 Rail Safety	A safe and secure Canada	32,660,772	33,764,015	33,087,889	34,265,437	34,265,437	34,227,368	33,809,216
3.4 Motor Vehicle Safety	A safe and secure Canada	23,838,054	22,907,051	25,892,771	20,905,007	20,905,007	21,226,354	19,928,917
3.5 Transportation of Dangerous Goods	A safe and secure Canada	13,961,560	12,766,509	12,665,370	14,727,734	14,727,734	14,793,190	14,576,040
3.6 Aviation Security	A safe and secure Canada	43,011,088	33,684,478	30,062,162	31,672,052	31,672,052	29,778,292	29,503,436
3.7 Marine Security	A safe and secure Canada	18,026,402	14,022,948	12,837,208	12,788,946	12,788,946	12,780,880	12,691,055

Strategic Outcomes, Programs and Internal Services	Government of Canada Outcomes	2011–12 Expenditures	2012–13 Expenditures	2013–14 Forecast Spending	2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.8 Surface and Intermodal Security	A safe and secure Canada	5,618,868	3,967,849	4,229,483	4,739,231	4,739,231	4,671,670	4,541,375
3.9 Multimodal Safety and Security	A safe and secure Canada	0	0	11,778,992	11,153,164	11,153,164	10,969,705	10,864,344
Strategic Outcome 3 Subtotal		402,179,519	344,633,398	360,855,823	356,964,774	356,964,774	351,745,105	344,086,439
Internal Services Subtotal		215,067,453	186,488,777	174,443,597	151,536,296	163,327,800	163,997,542	154,223,589
Total		1,281,190,966	1,332,478,169	1,414,012,715	1,655,682,494	1,667,473,998	1,400,768,405	951,202,623

Trend Analysis

An Efficient Transportation System: Planned spending in *An Efficient Transportation System* is mostly impacted by changes in project cash flows for the Asia Pacific Gateways and Corridors Initiative and the Gateways and Border Crossings Fund. Funding levels for these programs normally fluctuate based on planned projects and start decreasing in 2015–16 as the programs reach their end date. Planned spending in *Transportation Infrastructure* peaked in 2011–12 as a result of one time grants to first nations for the Port of Prince Rupert development. Fluctuations in other years are mostly related to changes in port divestiture project cash flows.

A Clean Transportation System: Planned spending for *A Clean Transportation System* increases in 2013–14 as a result of changes in project cash flows for the Federal Contaminated Sites Action Plan. Planned spending peaks in 2014–15 as projected cash flows for the Next Generation of Clean Transportation program are at a maximum. Funding for both of these programs ends in 2015-16 resulting in a drop in planned spending from 2015–16 to 2016–17.

A Safe and Secure Transportation System: Planned spending for *A Safe and Secure Transportation* System peaked in 2011–12 and decreased in the following years as a result of the transfer of funding to Shared Services Canada, the implementation of cost-saving measures announced in Budget 2012 and some internal reallocations of funding to centralize administrative functions and to better align expenditures with Transport Canada's Program Alignment Architecture.

Internal Services: Planned spending for Internal Services peaked in 2011–12 and drops in future years mostly as a result of the transfer of funding to Shared Services Canada and the implementation of cost-saving measures announced in Budget 2012.

Alignment to Government of Canada Outcomes

2014–15 Planned Spending by Whole-of-Government-Framework Spending Area (dollars)

Total Planned Spending by Spending Area (dollars)

Government of Canada Spending Area	Government of Canada Outcome	Total Planned Spending
Economic Affairs	Strong economic growth	702,272,494
	A clean and healthy environment	86,238,485
	An innovative and knowledge-based economy	333,815,823
Social Affairs	A safe and secure Canada	354,712,574
International Affairs	Not applicable	0
Government Affairs	Not applicable	0

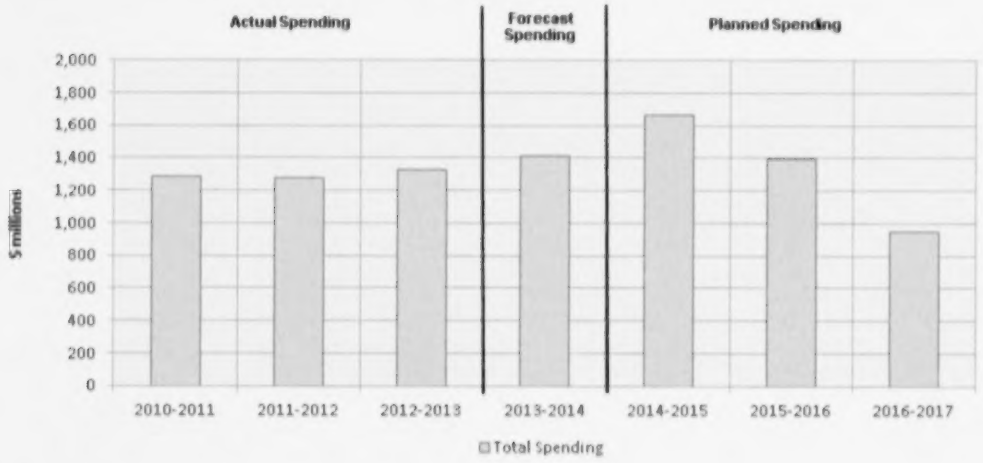
Departmental Spending Trend

For the 2014–15 fiscal year, Transport Canada plans to spend $1,667 million to meet the expected results of its programs activities and to contribute to its Strategic Outcomes. This represents a net increase in planned spending of $253 million over the 2013–14 forecast spending level of $1,414 million.

The difference is related primarily to a planned spending increase in the Gateways and Corridors Program and specifically, the Gateway and Borders Crossing Fund that is partially offset by a planned reduction in spending for the Asia-Pacific Gateway and Corridor Transportation Infrastructure Fund.

Transport Canada will contribute to the Economic Action Plan's commitment to refocus government and programs; make it easier for Canadians and business to interact with government; and modernize and streamline the back office. In 2012–13, Transport Canada saved a total of $37 million. In 2013–14, the savings will increase to $47 million, with ongoing savings of $62.1 million by 2014–15.

Figure 2 Spending Trend for Transport Canada



Estimates by Vote

To learn more about our organizational appropriations, please see the 2014–15 Main Estimates publication.[x]

Contribution to the Federal Sustainable Development Strategy (FSDS)

The 2013-16 Federal Sustainable Development Strategy (FSDS)[xi], tabled on November 4, 2013, guides the Government of Canada's 2013-16 sustainable development activities. The FSDS articulates Canada's federal sustainable development priorities for a period of three years, as required by the *Federal Sustainable Development Act* (FSDA).

Transport Canada ensures that consideration of these outcomes is an integral part of its decision-making processes. In particular, through the federal Strategic Environmental Assessment (SEA) process, any new policy, plan, or program initiative must include an analysis of its impact on attaining the FSDS goals and targets. The results of SEAs are made public when an initiative is announced, demonstrating the department's commitment to achieving the FSDS goals and targets.

Transport Canada contributes to Theme I – Addressing Climate Change and Air Quality; Theme II - Maintaining Water Quality and Availability; Theme III - Protecting Nature and Canadians; and Theme IV - Shrinking the Environmental Footprint – Beginning with Government, as denoted by the visual identifiers below.

These contributions are part of the following Program activities and are further explained in Section II:

- 2.1 Clean Air from Transportation;
- 2.2 Clean Water from Transportation;
- 2.3 Environmental Stewardship of Transportation; and
- 3.5 Transportation of Dangerous Goods

You will find more details on Transport Canada's activities to support sustainable development in Section II of this RPP and on the departmental website on Sustainable Development[xii]. For complete details on the Strategy, please visit the Federal Sustainable Development Strategy[xiii] website.

Section II: Analysis of Programs by Strategic Outcomes

Transport Canada[xiv] has three Strategic Outcomes that reflect the long term and enduring benefits to Canadians that stem from its mandate and vision. As the department strives towards these outcomes, Transport Canada can report progress in relation to expected results,[3] performance indicators[4] and targets[5] in line with the Program Alignment Architecture (PAA). What distinguishes the different levels of a PAA is the scope and reach of the programs at those levels. The Program level has a broad scope and area of societal intervention, while the sub-program (SP) level has a more limited and specific focus on a smaller target group and area of intervention.

This section describes how the department plans to meet its expected results and presents the financial and non-financial resources that it will dedicate to each program in the coming year. This section also identifies Transport Canada initiatives that are included in the Federal Sustainable Development Strategy.

Strategic Outcome 1: An Efficient Transportation System

An efficient transportation system supports trade, economic prosperity and an enhanced quality of life through low costs, high productivity, the best use of all modes and innovation in transportation. Transport Canada promotes an efficient transportation system in Canada by modernizing marketplace frameworks so that the transportation sector can adapt, innovate and remain competitive; developing and implementing gateways and corridors initiatives; ensuring the renewal of federal transportation infrastructure; encouraging innovation in the transportation sector; and partnering with provinces, territories, municipal governments, and public and private sector entities in various transportation initiatives.

The following Programs and sub-programs support this Strategic Outcome:

Program 1.1: Transportation Marketplace Frameworks

Description: The Transportation Marketplace Framework Program encourages transportation efficiency by fostering a competitive and viable transportation sector. The Program sets regimes governing the economic behaviour of carriers in all modes of transportation; sets the rules of governance for all the transportation infrastructure providers falling under federal authority; monitors, analyzes, researches, and reports on the transportation system; promotes innovation in transportation; enables access to transportation for Canadians; represents the interests of Canada in trade negotiations, international transportation fora and other international bodies; promotes access to

[3] An expected result is an outcome towards which Transport Canada is contributing through various activities in its Program Alignment Architecture.
[4] A performance indicator is a statistic or parameter that, tracked over time, provides information on trends in the status of a Program.
[5] A target is a specific performance goal tied to a performance indicator against which actual performance will be compared.

markets in the context of international trade; and fulfills certain federal responsibilities with regard to the *International Bridges and Tunnels Act*[xv].

Sub-program 1.1.1: Air Marketplace Framework

Description: The Air Marketplace Framework program encourages transportation efficiency by fostering a competitive and viable air industry, including airlines, airports and NAV CANADA. It provides opportunities for Canadian airlines to grow and compete successfully in a more liberalized global environment and sets the governance regimes of national air infrastructure providers. Program activities include establishing laws and regulations (e.g. *Canada Transportation Act*, *Air Canada Public Participation Act*) governing the economic behaviour of air carriers and air infrastructure providers; encouraging competition and the development of new and expanded international air services to benefit travellers, shippers, and the tourism and business sectors by managing bilateral and multilateral air service relations; working collaboratively with other government departments and industry stakeholders to promote air transport facilitation policies and initiatives in support of broader Government of Canada industry, trade, travel and tourism objectives, such as Gateways and Corridors Initiatives and the Blue Sky international air policy; and representing the interests of the Canadian aviation sector at the International Civil Aviation Organization.

Sub-program 1.1.2: Marine Marketplace Framework

Description: The Marine Marketplace Framework program encourages transportation efficiency by ensuring the appropriate economic policy and legislative frameworks in order to foster a competitive and viable Canadian marine industry. The program is responsible for developing policies, legislation, and regulations such as the *Canada Marine Act* and its regulations and the *Marine Liability Act*; monitoring the Canadian marine industry and ports system; establishing the rules of governance for Canada port authorities; negotiating/adopting international conventions and agreements; establishing the economic regimes governing market entry to both the Canadian marine marketplace and Canadian international marine trade; representing the interest of Canada's marine sector in international fora, such as the International Maritime Organization; and setting the marine transportation liability regime.

Sub-program 1.1.3: Surface Marketplace Framework

Description: The Surface Marketplace Framework program encourages transportation efficiency by fostering healthy and competitive rail and motor carrier industries in Canada and by fulfilling certain federal responsibilities with regard to the *International Bridges and Tunnels Act* (IBTA) and other international bridge legislation. The program develops, oversees and implements policy frameworks, legislation, regulations and international agreements such as the *Canada Transportation Act* (Part 3-Railway Transportation); establishes economic regimes governing access to the rail industry; oversees freight rail services and the relationships between railways and shippers and passenger rail operations; administers the grain hopper car operating agreements with Canadian National and Canadian Pacific railways and the Grain Monitoring program;

reviews mergers and acquisitions involving surface modes; reviews conditions of entry into the commercial trucking and bus marketplace; works with provinces, territories and North American partners to harmonize rules affecting surface transportation, such as North American Free Trade Agreement trucking standards; provides analysis and advice regarding the movement of freight in the surface mode and related issues (e.g., congestion, road pricing, urban rail, urban encroachment); conducts ongoing national freight transportation system analysis in consultation with key stakeholders; and addresses relevant international bridge and tunnel issues, such as implementing regulations under IBTA.

Sub-program 1.1.4: International Frameworks and Trade

Description: The International Frameworks and Trade program ensures that policy objectives and stakeholder interests regarding transportation system efficiency are advanced at the international level and considered in the formulation of Government of Canada foreign policy and trade negotiation initiatives. It contributes to a coherent, government-wide approach to managing international priorities (such as the Global Commerce Strategy and the Americas Strategy), as well as the broader trade, jobs and economic growth agenda, in order to bring maximum benefit to Canadians.

Canada's transportation system is integral to achieving the Government's objectives with respect to international trade. This function is necessary in order to respond to the Government's rapidly expanding trade negotiation agenda, and to seize opportunities for Canadian businesses and transportation stakeholders in developing regions of the world, such as Asia and the Americas. Activities are geared to establish relationships and partnerships, domestically and internationally, that will benefit Canada's medium- and long-term economic development goals and advance the interests of transportation industry stakeholders. As a result of these activities, transportation stakeholders will be provided with further trade/commercial opportunities.

Note: Bilateral air agreements and Canada's Mission to the International Civil Aviation Organization are addressed under Air Marketplace Framework.

Sub-program 1.1.5: Transportation Analysis and Innovation

Description: The Transportation Analysis and Innovation program conducts research and analysis to advance the understanding of key drivers for change in transportation and inform policy decisions, with a view to increasing efficiency and promoting innovation and technological advances in the transportation sector. To that end, the program manages transportation data collection efforts; monitors and reports on trends in the transportation system; conducts socio-economic, exploratory and applied research to identify and foster the adoption of promising technologies.

This sub-program uses funding from the following transfer payments:

- Canadian Transportation Research Forum's scholarship program;
- Contribution for the Northern Transportation Adaptation Initiative; and

- Grant for the Northern Transportation Adaptation Initiative.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
1.1 Transportation Marketplace Frameworks			
24,854,622	24,854,622	24,469,049	22,428,601

Budgetary Financial Resources (dollars) – For Sub-program Level

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
1.1.1 Air Marketplace Framework		
3,623,320	3,623,320	3,623,320
1.1.2 Marine Marketplace Framework		
2,690,751	2,690,751	2,690,751
1.1.3 Surface Marketplace Framework		
2,898,764	2,898,764	2,898,764
1.1.4 International Frameworks and Trade		
3,001,248	3,001,248	3,001,248
1.1.5 Transportation Analysis and Innovation		
12,640,539	12,254,966	10,214,518

Human Resources (FTEs) – For Program Level and Sub-program Level

2014–15	2015–16	2016–17
1.1 Transportation Marketplace Frameworks		
168	167	165
1.1.1 Air Marketplace Framework		
32	32	32
1.1.2 Marine Marketplace Framework		
19	19	19
1.1.3 Surface Marketplace Framework		
18	18	18
1.1.4 International Frameworks and Trade		
26	26	26
1.1.5 Transportation Analysis and Innovation		
73	72	70

Performance Measurement – For Program Level and Sub-program Level

Expected Results	Performance Indicators	Targets	Date to be Achieved
1.1 Transportation Marketplace Frameworks			
A competitive transportation sector	Rail freight transportation intensity (tonne-km per locomotive) (Transportation intensity represents system usage)	107,446,845	March 2015
A competitive transportation sector	Truck freight transportation intensity (tonne-km per heavy vehicle) (Transportation intensity represents system usage)	1,522,470	March 2015
A competitive transportation sector	Marine freight transportation intensity (tonne-km per port call) (Transportation intensity represents system usage)	2,895	March 2015
A competitive transportation sector	Air passenger transportation intensity (passenger-km per seat-km) (Transportation intensity represents system usage)	0.79	March 2015
A competitive transportation sector	Rail passenger transportation intensity (passengers per available seat) (Transportation intensity represents system usage)	0.57	March 2015
1.1.1 Air Marketplace Framework			
A competitive air transportation sector	Revenue Passenger Kilometres by air	233.9 billion	March 2015
1.1.2 Marine Marketplace Framework			
A competitive marine transportation sector	Tonnage handled by Canadian carriers (domestic)	64.4 million tonnes	March 2015
A competitive marine transportation sector	Tonnage handled by Canadian carriers (transborder)	38 million tonnes	March 2015
A competitive marine transportation sector	Total international traffic handled by Canadian ports as a percentage of total international traffic handled at North American ports (in metric tonnes)	18.0 percent	March 2015
1.1.3 Surface Marketplace Framework			
An efficient surface transportation sector	Rail traffic volume (in tonne-km)	Rail: 334.4 billion	March 2015
An efficient surface transportation sector	Motor carrier traffic volume (in tonne-km)	Motor carriers: 138 billion	March 2015

Expected Results	Performance Indicators	Targets	Date to be Achieved
1.1.4 International Frameworks and Trade			
International trade agreements create opportunities for the transportation industry	Types of commercial opportunities provided through agreements for Canadian transportation stakeholders	Improved commercial opportunities for transportation stakeholders	March 2015
1.1.5 Transportation Analysis and Innovation			
Research and analysis to inform Canadians on the state of transportation in Canada and advance innovation and technological advances in the transportation sector.	The total number of electronic views and requests for statistics/analyses to annual report, "Transportation in Canada"	15,000	March 2015
Research and analysis to inform Canadians on the state of transportation in Canada and advance innovation and technological advances in the transportation sector.	Ratio of research, development and technology investment leveraged from external sources	1:1 investment ratio	March 2015

Planning Highlights

In support of this Program and sub-programs, Transport Canada will:

- Complete the implementation of the Government's Response to the Rail Freight Service Review, including monitoring the use of the new legislative provision on service agreements for rail shippers, and follow through on the Government's commitment to strengthen the liability and compensation regime for rail transportation (SP 1.1.3);
- Continue the analysis and development of air sector and marine sector policies, identify program and policy options to support northern transportation (SP1.1.1, SP1.1.2);
- Represent transportation-related Canadian positions in trade negotiations and promote/share Canadian expertise in transportation in multilateral and international transport fora (SP1.1.4);
- Promote and foster innovation, research, and technology in the transportation sector, and build strong partnerships with transportation stakeholders, governments, and academia to carry out research and development; and
- Enhance marine, surface, and aviation data collection, expand transportation sector monitoring, trend analysis and performance reporting, perform risk analysis and develop outlooks of the various sectors, and develop the 2013 annual report on the state of transportation in Canada (SP1.1.5).

Program 1.2: Gateways and Corridors

Description: Canada is a trading nation, and the efficiency and reliability of the transportation system to support this trade impacts directly on the nation's prosperity and well-being. For this reason, it is imperative that the federal government play a role in the development of an integrated transportation network linking importers and exporters to markets and suppliers in the increasingly complex global supply chains. Guided by the National Policy Framework for Strategic Gateways and Corridors, the Gateways and Corridors Program supports Canada's international commerce by creating a more efficient, reliable and seamless trade-related transport system in Canada. The Program develops initiatives to improve and integrate transportation networks in key regions; fosters partnerships between all levels of government and the private sector; supports and oversees projects that contribute to the increased capacity and efficiency of gateway and corridor infrastructure; develops and puts in place measures that remove impediments to the effective development of gateways and corridors; and markets the use of gateways and corridors within Canada and internationally.

Sub-program 1.2.1: Asia-Pacific Gateway and Corridor Initiative

Description: The rapid economic growth of China and other Asia-Pacific countries is reshaping global trade flows. China is now Canada's second largest trading partner and the growth in Canada-Asia trade traffic is expected to continue. The Asia-Pacific Gateway and Corridor Initiative program works to make Canada the best trade link between Asia and North America. This program coordinates and manages an integrated set of investment (through direct delivery and contributions) and policy measures to boost Canada's commerce with the Asia-Pacific region; increase the share of North America-bound container imports from Asia; and improve the reliability of the Gateway and Corridor.

This sub-program uses funding from the following transfer payment:

- Asia-Pacific Gateway and Corridor Transportation Infrastructure Fund.

Sub-program 1.2.2: Gateways and Border Crossings Fund

Description: The Gateways and Border Crossings Fund program works to improve the flow of goods between Canada and the rest of the world by looking at policy measures and by enhancing infrastructure at key locations, such as major border crossings between Canada and the United States, including the new Windsor-Detroit crossing and key infrastructure such as the New Bridge for the St. Lawrence River in Montreal. It focuses on two key initiatives, namely the Ontario-Quebec Continental Gateway and Trade Corridor and the Atlantic Gateway and Trade Corridor.

This sub-program uses funding from the following transfer payment:

- Gateways and Border Crossings Fund.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
1.2 Gateways and Corridors			
702,272,494	702,272,494	464,388,875	82,834,845

Budgetary Financial Resources (dollars) – For Sub-program Level

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
1.2.1 Asia Pacific Gateway and Corridor Initiative		
137,968,906	32,905,987	5,999,570
1.2.2 Gateways and Border Crossings Fund		
564,303,588	431,482,888	76,835,275

Human Resources (FTEs) – For Program Level and Sub-program Level

2014–15	2015–16	2016–17
1.2 Gateways and Corridors		
32	32	19
1.2.1 Asia Pacific Gateway and Corridor Initiative		
17	17	4
1.2.2 Gateways and Border Crossings Fund		
15	15	15

Performance Measurement – For Program Level and Sub-program Level

Expected Results	Performance Indicators	Targets	Date to be Achieved
1.2 Gateways and Corridors			
Gateways and corridors are efficient	Total average landside transit time (number of days) of international containerized freight using Canada's strategic gateways and trade corridors.	7.0 days of average landside transit with a standard deviation of 0.4 days	March 2015
1.2.1 Asia Pacific Gateway and Corridor Initiative			
Canada's Asia-Pacific Gateway and Corridor is efficient, and attracts international trade	Landside fluidity for British Columbia ports: Total average transit time (number of days) of international containerized freight using the Asia-Pacific Gateway and Corridor from the British Columbia ports to Toronto.	Average of 8.5 days with standard deviation of 0.5 days.	March 2015

Expected Results	Performance Indicators	Targets	Date to be Achieved
Canada's Asia-Pacific Gateway and Corridor is efficient, and attracts international trade	Canadian share of the North American West Coast trade based on the change in volume of Twenty Foot Equivalent Unit (TEU) imports and exports. TEU: A unit of measurement equal to the space occupied by a standard twenty-foot container. Used in stating the capacity of container vessel or storage area. One 40-foot container is equal to two TEUs. Source: American Association of Port Authorities	12 percent	March 2015
Canada's Asia-Pacific Gateway and Corridor is efficient, and attracts international trade	Value of imports using strategic gateways and trade corridors (Millions of $CAD)	Import: $42,100	March 2015
Canada's Asia-Pacific Gateway and Corridor is efficient, and attracts international trade	Value of exports using strategic gateways and trade corridors (Millions of $CAD)	Export: $69,200	March 2015
1.2.2 Gateways and Border Crossings Fund			
Canada's strategic Gateways and Corridors are efficient, and are used for international trade	Total average landside transit time (number of days) of international containerized freight using the Continental and Atlantic Gateways and Trade Corridors.	Average of 4 days with standard deviation of 0.3 days.	March 2015
Canada's strategic Gateways and Corridors are efficient, and are used for international trade	Value of imports using the Continental Gateway and Trade Corridors in Ontario (Millions of $CAD)	$265,000	March 2015
Canada's strategic Gateways and Corridors are efficient, and are used for international trade	Value of exports using the Continental Gateway and Trade Corridor in Ontario (Millions of $CAD)	$206,200	March 2015

Expected Results	Performance Indicators	Targets	Date to be Achieved
Canada's strategic Gateways and Corridors are efficient, and are used for international trade	Value of imports using the Continental Gateway and Trade Corridor in Quebec (Millions of $CAD)	$75,800	March 2015
Canada's strategic Gateways and Corridors are efficient, and are used for international trade	Value of exports using the Continental Gateway and Trade Corridor in Quebec (Millions of $CAD)	$65,600	March 2015
Canada's strategic Gateways and Corridors are efficient, and are used for international trade	Value of imports using the Atlantic Gateway and Trade Corridor (Millions of $CAD)	$25,700	March 2015
Canada's strategic Gateways and Corridors are efficient, and are used for international trade	Value of exports using the Atlantic Gateway and Trade Corridor (Millions of $CAD)	$30,800	March 2015
Canada's strategic Gateways and Corridors are efficient, and are used for international trade	Atlantic Gateway (Halifax) and Continental Gateway (Montreal) market share of North American East Coast traffic in Volume of Twenty-Foot Equivalent Unit (TEU) imports and exports. TEU: A unit of measurement equal to the space occupied by a standard twenty-foot container. Used in stating the capacity 20-foot container vessel or storage area. One 40-foot container is equal to two TEUs. Source: American Association of Port Authorities	9.5 percent	March 2015

Planning Highlights

In support of this Program and sub-programs, Transport Canada will:

- Advance gateway initiatives in partnership with other federal departments and agencies, provinces and territories, municipalities, and private-sector stakeholders (SP1.2.1, SP1.2.2);
- Implement Beyond the Border economic initiatives to improve border infrastructure planning and coordination with the United States (U.S.) and the flow of legitimate trade and travel across the Canada-U.S. border (SP1.2.1, SP1.2.2);
- Advance preliminary work on the new Bridge over the St. Lawrence, including buying real property and completing the public sector comparative design, while completing the public-private partnership (P3) procurement process (SP1.2.1); and
- Transfer project sponsorship for the Detroit River International Crossing to the Windsor-Detroit Bridge Authority and advance pre-procurement/procurement activities, including: buying real property and relocating utilities in Canada and the U.S. as well as preparing for the competitive process of choosing a P3 partner to design, build, finance, operate and maintain the Detroit River International Crossing(SP1.2.1).

Program 1.3: Transportation Infrastructure

Description: The Transportation Infrastructure Program oversees funds and manages multimodal transportation infrastructure under Transport Canada's mandate to improve efficiency and service delivery for the benefit of Canadian taxpayers. The Program acts as the steward of certain commercial transportation assets operated by third parties on behalf of the federal government (airport authorities, port authorities, federal bridges, VIA Rail, Seaway, Marine Atlantic); provides funding for Canada's strategic transportation infrastructure to support federal objectives; and develops transportation infrastructure policy through consultation with stakeholders. It also manages Transport Canada ports and airports, supports essential services in remote communities, manages legacy commitments, and divests assets where possible.

Sub-program 1.3.1: Airport Infrastructure

Description: In keeping with the National Airports Policy, the Airport Infrastructure program looks after airport services under federal purview for the benefit of Canadian travelers and businesses. The program provides stewardship of airport authorities with the goal of protecting the government's interests as the landlord and ensuring compliance with lease terms; operates federally- owned regional/local and remote airports, and where applicable, considers divestiture of these airports to third parties in certain communities; provides financial support to non-federal eligible airports to maintain the ongoing operation and safety of airside infrastructure; and manages other airports' infrastructure legacy commitments by providing financial support to 12 Labrador communities, through the provincial government, to maintain airstrips built under federal/provincial agreements.

Sub-program 1.3.2: Marine Infrastructure

Description: The Marine Infrastructure program operates from a commercially based policy framework and supports Canadian trade by making marine assets available for commercial use. The program is delivered by methods such as providing stewardship of assets operated by third parties, providing direct public sector delivery, and managing contribution agreements. The program acts as steward of Canada Port Authorities and the land they manage; operates and divests Transport Canada's public ports; acts as steward of, and provides support to, remote, regional and constitutionally mandated ferry services; and acts as steward of, and provides support to, the Canadian portion of the Seaway.

This sub-program uses funding from the following transfer payment:

- Contribution to provide short-term financial assistance for the costs of repairs, maintenance, rehabilitation and other related initiatives supporting the ongoing operations for the Port of Churchill.

Sub-program 1.3.3: Surface and Multimodal Infrastructure

Description: The Surface Infrastructure program supports Canada's trade and mobility by fostering efficient and economic access to surface transportation networks while furthering transportation safety. The program develops, designs, negotiates, and manages federal funding for highways, borders, railways, transit, and federal bridges; works with provinces, territories and other partners to develop infrastructure programs and policies, with a particular focus on the National Highway System; acts as steward for VIA Rail and federal bridges; and manages regional rail service legacy commitments.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
1.3 Transportation Infrastructure			
333,815,823	333,815,823	321,806,362	321,796,669

Budgetary Financial Resources (dollars) – For Sub-program Level

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
1.3.1 Airport Infrastructure		
75,164,946	74,289,566	82,652,716
1.3.2 Marine Infrastructure		
164,826,665	155,511,923	148,832,288
1.3.3 Surface and Multimodal Infrastructure		
93,824,212	92,004,873	90,311,665

Human Resources (FTEs) – For Program Level and Sub-program Level

2014–15	2015–16	2016–17
1.3 Transportation Infrastructure		
236	234	218
1.3.1 Airport Infrastructure		
144	144	144
1.3.2 Marine Infrastructure		
47	47	47
1.3.3 Surface and Multimodal Infrastructure		
46	43	27

Performance Measurement – For Program Level and Sub-program Level

Expected Results	Performance Indicators	Targets	Date to be Achieved
1.3 Transportation Infrastructure			
Federally funded infrastructure is operational	Percentage of federally funded transportation infrastructure that meets annually established operational targets	100 percent	March 2015
1.3.1 Airport Infrastructure			
Airport infrastructure is available to users	Percentage of federally supported airport infrastructure that is operational	100 percent	March 2015
1.3.2 Marine Infrastructure			
Marine infrastructure is operational for users	Percentage of marine infrastructure operational	100 percent	March 2014
1.3.3 Surface and Multimodal Infrastructure			
Federally funded surface infrastructure projects are completed and available to users as per/consistent with agreement date with recipient	Percentage of federally funded surface infrastructure operational	100 percent	March 2015

Planning Highlights

In support of this Program and sub-programs, Transport Canada will:

- Advance long-term asset management strategies for Transport Canada-owned and -operated airport and port infrastructure (SP 1.3.1, SP 1.3.2);
- Procure a marine vessel to replace the 42-year-old *MV Princess of Acadia.* The MV Princess of Acadia is the Transport Canada-owned ferry vessel used by a private sector operator under the Ferry Services Contribution program to service the Saint John, New Brunswick to Digby, Nova Scotia route. (SP1.3.2);
- Work with provincial, territorial, municipal, private sector and other partners to deliver successful infrastructure projects and programs (SP1.3.3); and
- Oversee the completion of VIA Rail's nearly $1 billion capital program (SP1.3.3).

Strategic Outcome 2: A Clean Transportation System

Transport Canada promotes clean transportation in Canada. This Strategic Outcome advances the federal government's environmental agenda in the transportation sector and complements other federal programs designed to reduce air emissions to protect the health of Canadians and the environment for generations to come; protects the marine environment by reducing the pollution of water from transportation sources; and fulfills Transport Canada's responsibilities in working towards a cleaner and healthier environment with regard to its own operations.

The following Programs and sub-programs support this Strategic Outcome:

Program 2.1: Clean Air from Transportation

Description: Transport Canada's Clean Air from Transportation Program advances the federal government's environmental agenda in the transportation sector and complements other federal programs designed to reduce air emissions for improving the health of Canadians and the environment for generations to come. The Program regulates air emissions from the transportation sector and oversees Transport Canada's clean air program obligations and commitments.

Sub-program 2.1.1: Clean Air Regulatory Framework and Oversight

Description: Deriving its authority from the *Railway Safety Act*, the *Canada Shipping Act, 2001*, and the *Aeronautics Act*, Transport Canada's Clean Air Regulatory Framework and Oversight program contributes to reducing air emissions from transportation by creating and implementing regulatory regimes. The program sets the legal and regulatory frameworks that govern the transportation sector's air emissions; oversees transportation firms' compliance with their regulatory obligations; represents Canada in discussions to set international standards for air emissions in the transportation sector; and contributes to developing and implementing instruments to reduce air emissions from Canada's transportation sector.

Sub-program 2.1.2: Clean Air Initiatives

Description: The Clean Air Initiatives advance the federal government's environmental agenda in the transportation sector by promoting and demonstrating ways to reduce transportation greenhouse gas emissions and other air pollutants; promoting, testing and demonstrating advanced vehicle technologies to reduce transportation greenhouse gas emissions and other air pollutants from motor vehicles; creating partnerships; and designing, negotiating and managing initiatives for transportation emission reduction.

Specific initiatives include the ecoTECHNOLOGY for Vehicles II Initiative, Gateway Carbon Footprint initiative, Shore Power Technology for Ports program, and Truck Reservation System program.[6]

This sub-program uses funding from the following transfer payments:

- Grants to support clean transportation initiatives; and
- Contribution to support clean transportation initiatives.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
2.1 Clean Air from Transportation			
38,992,028	38,992,028	25,567,021	1,514,038

Budgetary Financial Resources (dollars) – For Sub-program Level

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
2.1.1 Clean Air Regulatory Framework and Oversight		
12,564,413	11,267,616	1,514,038
2.1.2 Clean Air Initiatives		
26,427,615	14,299,405	0

Human Resources (FTEs) – For Program Level and Sub-program Level

2014–15	2015–16	2016–17
2.1 Clean Air from Transportation		
88	86	15
2.1.1 Clean Air Regulatory Framework and Oversight		
57	55	15
2.1.2 Clean Air Initiatives		
31	31	0

[6] With the exception of passenger automobiles, light trucks and heavy-duty vehicles, which are regulated by Environment Canada under the *Canadian Environmental Protection Act, 1999* (CEPA 1999). Includes safety and environmental performance testing to support the development of regulations and standards for advanced vehicle technologies by the ecoTECHNOLOGY for Vehicles II Initiative.

Planned spending for *A Clean Transportation System* increases in 2013–14 as a result of changes in project cash flows for the Federal Contaminated Sites Action Plan. Planned spending peaks in 2014–15 as projected cash flows for the Next Generation of Clean Transportation program are at a maximum. Funding for both of these programs ends in 2015-16 resulting in a drop in planned spending from 2015–16 to 2016–17.

Performance Measurement – For Program Level and Sub-program Level

Expected Results	Performance Indicators	Targets	Date to be Achieved
2.1 Clean Air from Transportation			
Decrease in intensity of greenhouse gas (GHG) emissions and air pollutants in the transportation sector	Transportation emission intensity (percent change in intensity as measured in tonnes per unit of activity (e.g. tonnes-km, tonnes per hour, tonnes per call, etc.).	An intensity improvement that is consistent with the plan established under the government's horizontal approach for clean air. Note: It will only be possible to set an absolute value once the transportation sector's share of the GoC reduction targets are established and shared	March 2020
2.1.1 Clean Air Regulatory Framework and Oversight			
Clean air regulatory framework (and policies) that align with international standards	Percentage of instruments that are aligned with domestic legislation or international standards	100 percent	March 2015
2.1.2 Clean Air Initiatives			
Clean Transportation technologies are available to users	Number of sites using clean transportation technologies	10	March 2016

Planning Highlights

Under the Clean Transportation theme of the Clean Air Agenda, Transport Canada will:

- Lead the Government of Canada's participation at the International Maritime Organization and the International Civil Aviation Organization to develop programs of action to limit or reduce air pollutants and greenhouse gas emissions from international marine shipping and aviation respectively (SP2.1.1);
- Develop and implement domestic regulations to address emissions from the marine and rail sectors, and standards to address emissions from the aviation sector (SP2.1.1);

- Deliver next-generation Clean Transportation Initiatives and deliver on transportation initiatives that reduce air and greenhouse gas emissions through clean technologies (SP2.1.2); and
- Partner with transportation stakeholders, governments and academia in emissions measurement and reduction research initiatives for the aviation, surface and marine sectors, and to test, evaluate and develop initiatives for the surface and marine sectors (SP2.1.2).

Program 2.2: Clean Water from Transportation

Description: The Clean Water from Transportation Program protects the marine environment by reducing the pollution of water from transportation sources. This Program regulates and monitors the release and impact of discharges from marine vessels into the marine environment, regulates ballast water and contributes to setting domestic and international rules that govern limits to liability of marine pollution incidents. This Program advances the federal government's clean water agenda in the transportation sector and complements other federal programs designed to protect the marine environment for the health of Canadians and the environment for generations to come. This Program also represents Canada in discussions to set international standards to prevent pollution from vessels operating in Canada's waters and address the threat of aquatic invasive species.

Sub-program 2.2.1: Clean Water Regulatory Framework

Description: Guided by the *Canada Shipping Act, 2001*, the *Arctic Waters Pollution Prevention Act*, the *Marine Liability Act* and international conventions, the Clean Water Regulatory Framework program sets the legal and regulatory frameworks that govern the protection of the marine environment from pollution, the introduction of invasive species, and the environmental impact of pollution incidents.

Sub-program 2.2.2: Clean Water Regulatory Oversight

Description: The Clean Water Regulatory Oversight program contributes to reducing pollution from vessels by monitoring compliance of marine transportation firms with the Marine Safety regulatory framework through surveillance, inspections, audits, monitoring and enforcement.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
2.2 Clean Water from Transportation			
18,074,900	18,074,900	15,986,890	13,620,627

Budgetary Financial Resources (dollars) – For Sub-program Level

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
2.2.1 Clean Water Regulatory Framework		
2,621,699	2,261,179	1,046,897
2.2.2 Clean Water Regulatory Oversight		
15,453,201	13,725,711	12,573,730

Human Resources (FTEs) – For Program Level and Sub-program Level

2014–15	2015–16	2016–17
2.2 Clean Water from Transportation		
75	71	58
2.2.1 Clean Water Regulatory Framework		
14	13	6
2.2.2 Clean Water Regulatory Oversight		
61	58	52

Performance Measurement – For Program Level and Sub-program Level

Expected Results	Performance Indicators	Targets	Date to be Achieved
2.2 Clean Water from Transportation			
Prevention of pollution in the marine environment from vessels operating in waters under Canadian jurisdiction	Number of releases of harmful pollutants in the marine environment by vessels identified by pollution patrol and other means	17	March 2017
2.2.1 Clean Water Regulatory Framework			
Legislation, regulations and policies that are harmonized with adopted international standards	Percentage of instruments that are aligned with domestic legislation and/or adopted international standards	95 percent	March 2017
2.2.2 Clean Water Regulatory Oversight			
Industry is compliant with the regulatory framework	Percentage of vessels in compliance with regulatory framework for environmental response regime	95 percent	March 2017
Industry is compliant with the regulatory framework for ballast water discharges in waters under Canadian	Percentage of vessels in compliance with Ballast Water Control and Management Regulations reporting rules	95 percent	March 2017

Expected Results	Performance Indicators	Targets	Date to be Achieved
jurisdiction			

Planning Highlights

In support of this Program and sub-programs, Transport Canada will:

- Continue to modernize its regulatory and oversight frameworks, reducing the burden on industry (SP2.2.1);
- Implement measures to support responsible resource development through a World-Class Tanker Safety program, and safe and environmentally responsible marine shipping (SP2.2.1, SP2.2.2);
- Increase surveillance over all waters under Canadian jurisdiction to observe, analyze, record and report marine pollution through the National Aerial Surveillance program (SP2.2.2); and
- Continue to implement pollution prevention programs that act as a deterrent to reduce pollution incidents (SP2.2.2).

Program 2.3: Environmental Stewardship of Transportation

Description: The Environmental Stewardship Program fulfills Transport Canada's responsibilities in working towards an environmentally responsible national transportation system for Canadians by ensuring compliance with the department's environmental obligations in relation to acts, regulations, policies and guidelines, and meeting legal obligations with respect to Aboriginal consultation.

The Program fulfills Transport Canada's responsibilities to implement a departmental Sustainable Development Strategy under the *Federal Sustainable Development Act*; ensures that Transport Canada's lands and facilities are managed in an environmentally responsible manner in compliance with federal legislation and policies; provides functional support for environmental assessments, including for major resource projects; manages contaminated sites; and advises on Aboriginal consultation.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
2.3 Environmental Stewardship of Transportation			
29,171,557	29,171,557	32,807,561	10,697,815

Human Resources (FTEs) – For Program Level

2014–15	2015–16	2016–17
2.3 Environmental Stewardship of Transportation		
125	110	104

Planned Spending for the Environmental Stewardship of Transportation program decreases in 2016–17 as a result of the expiration of the current authority and funding for the Federal Contaminates Sites Action Plan.

Performance Measurement – For Program Level

Expected Results	Performance Indicators	Targets	Date to be Achieved
2.3 Environmental Stewardship of Transportation			
Compliance with Transport Canada's obligations in relation to acts, regulations, policies and guidelines	Percentage of departmental commitments achieved under the Federal Sustainable Development Strategy	100 percent	March 2015
Compliance with Transport Canada's obligations in relation to acts	Number of instances where Transport Canada was not in compliance with applicable environmental legislation	0	March 2015
Compliance with Transport Canada's obligations in relation to acts	Number of instances Transport Canada was found to have failed to meet its legal duty to consult Aboriginal groups	0	March 2015

Planning Highlights

In support of this Program and sub-programs, Transport Canada will:

- Participate in environmental assessments and Aboriginal consultations and provide timely regulatory approvals associated with project reviews coordinated by the Canadian Environmental Assessment Agency, the Major Projects Management Office, and the Northern Projects Management Office;
- Implement action to strengthen climate change adaptation knowledge, capacity and technologies within Transport Canada and in the Canadian transportation sector, including:
  - Launching a three-year assessment of climate change impacts and adaptation for the Canadian transportation sector with Natural Resources Canada; and
  - Continuing to implement the Northern Transportation Adaptation Initiative.

Strategic Outcome 3: A Safe and Secure Transportation System

A safe and secure transportation system moves people and goods across Canada, and to international destinations, without loss of life, injury or damage to property. Transport Canada supports a safe and secure transportation system by influencing the behaviour of the public and industry through policies, standards, regulations and laws. Harmonized and streamlined regulatory regimes, informed by the expertise of multiple countries and stakeholders, aid effective, safe and secure transportation practices and a sound safety and security culture. Transport Canada ensures that Canadians and the transportation industry are in compliance with the regulatory framework through their oversight program.

The following Programs and sub-programs support this Strategic Outcome:

Program 3.1: Aviation Safety

Description: The Aviation Safety Program, under the authority of the *Aeronautics Act* develops, administers and oversees the policies, regulations and standards necessary for the safe conduct of civil aviation within Canada's borders in a manner harmonized with international standards. The Program fosters the safety of the aviation system, provides oversight of the aviation sector and enforces international conventions signed by Canada. It also provides air transport services to support Transport Canada and other government department operations.

Sub-program 3.1.1: Aviation Safety Regulatory Framework

Description: The Aviation Safety Regulatory Framework program provides a balance of tools (policies, guidelines, regulations, standards, and education and awareness activities) based on risk, to promote a harmonized aviation safety regulatory framework for Canadians and Canada's aviation industry.

This sub-program administers funding from the following transfer payment programs:

- Grant to the International Civil Aviation Organization (ICAO) for Cooperative Development of Operational Safety and Continuing Airworthiness Program (COSCAP); and
- Payments to other governments or international agencies for the operation and maintenance of airports, air navigation and airways facilities.

Sub-program 3.1.2: Aviation Safety Oversight

Description: The Aviation Safety Oversight program is risk-based and supports compliance of the aviation industry with the regulatory framework through services, assessments and validations, inspections, audits and, when necessary, enforcement.

Sub-program 3.1.3: Aircraft Services

Description: The Aircraft Services program provides aircraft and aircraft maintenance and training services to Transport Canada and other federal government departments and agencies.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.1 Aviation Safety			
170,709,221	170,709,221	168,384,202	167,941,964

Budgetary Financial Resources (dollars) – For Sub-program Level

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.1.1 Aviation Safety Regulatory Framework		
28,798,650	27,346,313	26,175,570
3.1.2 Aviation Safety Oversight		
118,061,919	117,730,931	117,686,049
3.1.3 Aircraft Services		
23,848,652	23,306,958	24,080,345

Human Resources (FTEs) – For Program Level and Sub-program Level

2014–15	2015–16	2016–17
3.1 Aviation Safety		
1,735	1,734	1,734
3.1.1 Aviation Safety Regulatory Framework		
254	254	254
3.1.2 Aviation Safety Oversight		
1,127	1,127	1,126
3.1.3 Aircraft Services		
354	354	354

Performance Measurement – For Program Level and Sub-program Level

Expected Results	Performance Indicators	Targets	Date to be Achieved
3.1 Aviation Safety			
A safe civil aviation system	Number of accidents per 100,000 hours of flight (ten-year average). (Improvement = decrease)	6.7	December 2014
3.1.1 Aviation Safety Regulatory Framework			
A timely rulemaking program that supports a risk-based regulatory framework	Average time (years) to develop new or modified regulations governing aviation safety. (Improvement = decrease)	3.77	December 2015
3.1.2 Aviation Safety Oversight			
Compliance of aviation community with regulatory requirements	Percentage of operators that improve their Program Validation Inspection (PVI) score measuring to what degree they meet aviation safety requirements. (Improvement = increase)	Baseline to be established in 2013[7]	March 2015
3.1.3 Aircraft Services			
Safe aviation services resulting in confidence from clients	Percentage of clients satisfied or very satisfied with services (scoring 2 or 3 on a 3-point scale). (Improvement = increase)	80 percent	March 2015
Safe aviation services resulting in confidence from clients	Number of category 3[8] or greater category occurrences (per 1,000 flight hours) (Improvement = decrease)	2.0	March 2015

[7] Data to establish baseline is being collected in 2013–14.
[8] Category 3 occurrences include an occurrence with moderate damage, injury, delay, grounded aircraft and/or costs as per the Canadian Aviation Regulations.

Planning Highlights

In support of this Program and sub-programs, Transport Canada will:

- Develop a cost-recovery strategy to introduce new and amended user fees for aircraft certification services to enhance service delivery to the aerospace industry (SP3.1.2);
- Continue the implementation of the Aviation Safety People Management action plan initiatives with a focus on building competencies required for the future (learning program renewal, renewing and maintaining management capacity and recruitment) (SP3.1.1, SP3.1.2); and
- Implement and integrate processes and procedures that support the organization's integrated management system and oversight regime such as a robust Quality Assurance Program and strengthened tools for data-driven decision making (SP3.1.2, SP3.1.3).

Program 3.2: Marine Safety

Description: The Marine Safety Program, under the authority of the *Canada Shipping Act, 2001*, the *Navigation Protection Act,* the *Safe Containers Act*, the *Pilotage Act*, the *Coasting Trade Act* and the *Arctic Waters Pollution Prevention Act*, develops, implements and administers policies, regulations, and standards necessary for the safe conduct of marine activities in a manner harmonized with international standards.

The Program fosters the safety of the marine transportation system; provides oversight of the marine industry, including domestic and foreign vessels (both non-pleasure craft and pleasure craft); enforces international conventions signed by Canada; and protects the public right to navigate on Canadian waterways by regulating lights or markers required for safe navigation during and/or on completion of certain works, regulating the placement of private buoys as per the Private Buoy Regulations of the *Canada Shipping Act, 2001* and acting as Receiver of Wreck as per the *Canada Shipping Act, 2001*, Part 7.

Sub-program 3.2.1: Marine Safety Regulatory Framework

Description: The Marine Safety Regulatory Framework program provides a balance of tools (policies, guidelines, regulations and standards) to support a harmonized marine safety regulatory framework for Canada's marine industry (seafarers, commercial vessels [non-pleasure craft] and pleasure crafts). This program also works to harmonize Canada's marine safety regulatory framework with other jurisdictions.

Sub-Program 3.2.2: Marine Safety Oversight

Description: The Marine Safety Oversight program is risk-based and supports compliance of the marine industry with the regulatory framework through services, assessments, validations, inspections, audits and, when necessary, enforcement.

This sub-program uses funding from the following transfer payment:

- Contribution in Support of Boating Safety.

Sub-program 3.2.3: Navigable Waters Protection

Description: The Navigable Waters Protection program protects the public right of safe navigation in Canada's waters by removing obstructions to navigation and approving any works built or placed in, on, over, under, through or across navigable water before construction.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.2 Marine Safety			
56,003,982	56,003,982	54,913,444	50,230,092

Budgetary Financial Resources (dollars) – For Sub-program Level

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.2.1 Marine Safety Regulatory Framework		
9,737,859	9,607,642	9,607,642
3.2.2 Marine Safety Oversight		
41,697,456	41,827,881	37,144,529
3.2.3 Navigable Waters Protection		
4,568,667	3,477,921	3,477,921

Human Resources (FTEs) – For Program Level and Sub-program Level

2014–15	2015–16	2016–17
3.2 Marine Safety		
590	585	566
3.2.1 Marine Safety Regulatory Framework		
98	97	97
3.2.2 Marine Safety Oversight		
425	426	407
3.2.3 Navigable Waters Protection		
67	62	62

Performance Measurement – For Program Level and Sub-program Level

Expected Results	Performance Indicators	Targets	Date to be Achieved
3.2 Marine Safety			
A safe marine transportation system	Number of Canadian commercial vessel (non-pleasure craft) occurrences per 1,000 vessels in the Canadian	9.5 Baseline is 13.6 occurrences per	December 2015

Expected Results	Performance Indicators	Targets	Date to be Achieved
	registry (five-year moving average) (Improvement = decrease)	1,000 vessels. Rate change from 13.6 to 9.5 represents a 30 percent decrease	
A safe marine transportation system	Number of pleasure craft fatalities per licensed pleasure craft (five-year average). (Improvement = decrease)	110 fatalities to 2.8 million licensed pleasure crafts	December 2014 and 2015
3.2.1 Marine Safety Regulatory Framework			
A risk-based regulatory framework consistent with international conventions and Cabinet Directive on Streamlining Regulation	Percentage of regulations aligned with domestic legislation and/or adopted international standards (Improvement = increase)	85 percent	March 2015
3.2.2 Marine Safety Oversight			
Compliance with regulations for inspected domestic vessels (non-pleasure craft)	Percentage of inspected domestic vessels (non-pleasure craft) that are compliant with regulations[9] (Improvement = increase)	70 percent	March 2017
Compliance with regulations for pleasure craft	Percentage of pleasure craft compliant with regulations (includes those that received a courtesy check) [10] (Improvement = increase)	65 percent	March 2017

[9]Non-compliance vessels that are deemed unsafe are stopped immediately. Non-compliance can range from an individual not producing the appropriate document to the Inspector when requested to do so, to failure to rectify an identified safety deficiency with the vessel. All non-compliance must be addressed within a prescribed timeframe to continue to ensure marine safety. Given that Transport Canada Marine Safety and Security issues over 20,000 safety deficiency notices each year, the overall target of 70% compliance consists of all vessels with no noted safety deficiencies whatsoever (regardless of how minor). This will continue to be progressed via inspections and awareness in collaboration with Canadian and international partners. This indicator is under review

[10] This indicator is under review.

Expected Results	Performance Indicators	Targets	Date to be Achieved
The Port State Control regulatory oversight inspects the highest risk foreign vessels	Percentage of high-risk foreign vessels inspected (Improvement = increase)	95 percent	March 2017

3.2.3 Navigable Waters Protection			
The public's right to safely navigate Canada's waterways is protected	Number of public complaints received for works not compliant with navigable waters legislation (Improvement = decrease)	175	March 2015

Planning Highlights

In support of this Program and sub-programs, Transport Canada will:

- Continue to modernize Marine Safety's regulatory and oversight frameworks by developing and amending regulations to align with the evolving legislative marine environment in response to stakeholders, as well as to enhance compliance and oversight activities to minimize the number of incidents on Canadian waters (SP3.2.1,SP3.2.2);
- Carry out commitments under the Action Plan for the Canada-U.S. Regulatory Cooperation Council[xvi] to further harmonize Canada – U.S. regulatory regimes (SP3.2.2); and
- Advance new regulations aimed at enhancing fishing vessel safety, vessel construction and equipment standards, and vessel safety certification and inspection oversight (SP3.2.1).

Program 3.3: Rail Safety

Description: The Rail Safety Program, under the authority of the *Railway Safety Act*, develops, administers and oversees the policies and regulatory instruments necessary for the safety of railway operations in a manner consistent with North American and international safety standards/levels. The Program fosters safety within the rail transportation system and provides oversight of the rail industry. It also promotes public safety at crossings, identifies the risks of trespassing and provides funds to improve safety at grade crossings.

Sub-program 3.3.1: Rail Safety Regulatory Framework

Description: The Rail Safety Regulatory Framework program provides a balance of tools (policies, guidelines, regulations, rules and engineering standards) to promote a harmonized rail safety regulatory framework for the rail industry and the public at large, while ensuring viability of the rail sector.

Sub-program 3.3.2: Rail Safety Oversight

Description: The Rail Safety Oversight program is risk-based and promotes compliance of the rail industry with the regulatory framework through inspections, audits and, when necessary, enforcement.

Sub-program 3.3.3: Rail Safety Awareness and Grade Crossing Improvement

Description: The Rail Safety Awareness and Grade Crossing Improvement program provides funding for safety improvements at grade crossings and promotes public and stakeholder awareness and education in order to prevent fatalities and injuries.

This sub-program uses funding from the following transfer payments:

- Grant to close grade crossings;
- Contributions to the Railway Association of Canada for Operation Lifesaver; and
- Payments in support of crossing improvements approved under the *Railway Safety Act*.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.3 Rail Safety			
34,265,437	34,265,437	34,227,368	33,809,216

Budgetary Financial Resources (dollars) – For Sub-program Level

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.3.1 Rail Safety Regulatory Framework		
3,576,598	3,897,907	3,613,767
3.3.2 Rail Safety Oversight		
14,826,251	14,564,539	14,564,539
3.3.3 Rail Safety Awareness and Grade Crossing Improvement		
15,862,588	15,764,922	15,630,910

Human Resources (FTEs) – For Program Level and Sub-program Level

2014–15	2015–16	2016–17
3.3 Rail Safety		
199	199	199
3.3.1 Rail Safety Regulatory Framework		
22	22	22
3.3.2 Rail Safety Oversight		
139	139	139
3.3.3 Rail Safety Awareness and Grade Crossing Improvement		
38	38	38

Performance Measurement – For Program Level and Sub-program Level

Expected Results	Performance Indicators	Targets	Date to be Achieved
3.3 Rail Safety			
A safe rail transportation system	Rate of rail accidents (per million train miles) that occur on railways under federal jurisdiction (includes main-track collisions, derailments, non-main track derailments and collisions, fires/explosions and others) (five-year average) (Improvement = decrease)	12.7 12.1	December 2014 December 2015
A safe rail transportation system	Rate of rail incidents (per million train miles) that occur on railways under federal jurisdiction (includes main-track switch in abnormal position, movement exceeds limits of authority, dangerous goods leak, crew member incapacitated, runaway rolling stock, signal less restrictive than required and unprotected overlap of authorities) (five-year average) (Improvement = decrease)	2.21 2.1	December 2014 December 2015
3.3.1 Rail Safety Regulatory Framework			
The regulatory framework addresses the highest risks	Percentage of rail risk-mitigation strategies developed per total number of identified risks in rail safety business plan	90 percent	March 2015

Expected Results	Performance Indicators	Targets	Date to be Achieved
	(Improvement = increase)		
3.3.2 Rail Safety Oversight			
Rail industry has a strong safety culture	Index of railway industry Safety Management Systems (SMS) implementation (Improvement = increase)	TBD Baseline to be established in 2013[11]	March 2015
Rail industry is compliant	Percentage of rail industry that is compliant with rules, regulations and standards as set out in the *Railway Safety Act:* (Improvement = increase)	80 percent	March 2015
3.3.3 Rail Safety Awareness and Grade Crossing Improvement			
Safe railway grade crossings	Percentage of crossing collisions reduced (Improvement = increase)	5 percent	March 2015
Trespassing on railways eliminated	Percentage of trespassing accidents reduced (Improvement = increase)	5 percent	March 2015

Planning Highlights

In support of this Program and sub-programs, Transport Canada will:

- Implement an action plan to respond to the recommendations of the Office of the Auditor General Audit of the Rail Safety Program and in support of initiatives related to the transportation of dangerous goods by rail, by:
    - Accelerating work on the development of key regulations stemming from the passage of the Amendments to the *Railway Safety Act* and other recommendations (SP3.3.2); and
    - Developing and implementing a human resources strategy for the Rail Safety Program, including a recruitment and development program for inspectors (all SPs). This will also mitigate the People Management risk.

[11] This indicator is currently under review.

Program 3.4: Motor Vehicle Safety

Description: The Motor Vehicle Safety Program, under the authority of the *Motor Vehicle Safety Act*, develops, administers and oversees the policies, regulations and standards necessary for the safety of motor vehicles and commercial vehicle operations in a manner that is harmonized with international and national standards. The Program contributes to reduced road deaths and injuries and provides safety oversight of the motor vehicle industry.

This program uses funding from the following transfer payment:

- Road Safety Transfer Payment program.

Sub-program 3.4.1: Motor Vehicle Safety Regulatory Framework

Description: The Motor Vehicle Safety Legislative and Regulatory Framework program provides a balance of tools (policies, guidelines, regulations and standards) to create and maintain a harmonized motor vehicle safety framework for Canadians and Canada's motor vehicle manufacturing industry. The framework is developed using evidence obtained from field investigations, physical testing of vehicles, collision statistics, and joint regulatory development with our trading partners.

Sub-program 3.4.2: Motor Vehicle Safety Oversight

Description: The Motor Vehicle Safety Oversight program is risk-based and assesses compliance of the motor vehicle manufacturing industry with the regulatory framework through inspections, audits, physical testing, and, where necessary, enforcement.

Sub-program 3.4.3: Motor Carrier Safety

Description: Guided by the *Motor Vehicle Transport Act*, the Motor Carrier Safety program achieves safer motor carrier (trucking and busing) operations by advancing implementation of the National Safety Code (performance standards for commercial vehicle operations); by managing a contribution program for provinces and territories towards consistent implementation of the National Safety Code; and by maintaining the Federal Hours of Service Regulations for commercial vehicle drivers.

This sub-program uses funding from the following transfer payment:

- Road Safety Transfer Payment program.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.4 Motor Vehicle Safety			
20,905,007	20,905,007	21,226,354	19,928,917

Budgetary Financial Resources (dollars) – For Sub-program Level

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.4.1 Motor Vehicle Safety Regulatory Framework		
8,006,196	6,954,269	7,018,454
3.4.2 Motor Vehicle Safety Oversight		
7,740,138	9,113,412	7,751,790
3.4.3 Motor Carrier Safety		
5,158,673	5,158,673	5,158,673

Human Resources (FTEs) – For Program Level and Sub-program Level

2014–15	2015–16	2016–17
3.4 Motor Vehicle Safety		
108	108	107
3.4.1 Motor Vehicle Safety Regulatory Framework		
51	51	51
3.4.2 Motor Vehicle Safety Oversight		
50	49	49
3.4.3 Motor Carrier Safety		
7	7	7

Performance Measurement – For Program Level and Sub-program Level

Expected Results	Performance Indicators	Targets	Date to be Achieved
3.4 Motor Vehicle Safety			
Safe motor vehicles based on improved crash avoidance and crash survivability	Collisions per 10,000 motor vehicles registered (Improvement = decrease)	2 percent reduction in the rate for 2012 as compared to average of previous 5 years.	March 2015
Safe motor vehicles based on improved crash avoidance and crash survivability	Fatalities per 10,000 police-reported collisions occurring on public roads (Improvement = decrease)	1 percent reduction in the rate for 2012 as compared to average of previous 5 years.	March 2015
Safe motor vehicles based on improved crash avoidance and crash survivability.	Serious injuries per 10,000 police-reported collisions occurring on public roads (Improvement = decrease)	1 percent reduction in the rate for 2012 as compared to average of	March 2015

Expected Results	Performance Indicators	Targets	Date to be Achieved
		previous 5 years.	
3.4.1 Motor Vehicle Safety Regulatory Framework			
A performance-based regulatory framework that is harmonized with international vehicle safety regimes where appropriate	Percentage of standards that are harmonized with international motor vehicle safety standards (Improvement = increase)	80 percent	March 2015
3.4.2 Motor Vehicle Safety Oversight			
Motor vehicle industry is compliant with the regulatory framework	Percentage of the motor vehicle industry that is compliant with the regulatory framework (Improvement = increase)	80 percent	March 2015
3.4.3 Motor Carrier Safety			
Harmonized safety regime for motor carriers among provinces and territories	Percentage of jurisdictions that have adopted all of the 15 standards under the National Safety Code (Improvement = increase)	80 percent	March 2015

Planning Highlights

In support of this Program and sub-programs, Transport Canada will:

- Implement the Single Window Initiative, conducted in conjunction with the Canada Border Services Agency to facilitate importation of vehicles and tires (SP3.4.1);
- Implement the Action Plan for Canada–U.S. Regulatory Cooperation Council for existing and new motor vehicle safety standards to align key Canada Motor Vehicle Safety Standards with U.S. safety standards and to work towards setting collaborative regulatory standards (SP3.4.1); and
- Pursue a modern motor vehicle safety legislative framework to decrease red tape and enhance oversight (SP3.4.1).

Program 3.5: Transportation of Dangerous Goods

Description: The Transportation of Dangerous Goods Program, under the authority of the *Transportation of Dangerous Goods Act, 1992*, develops, administers and oversees the policies, regulations and standards necessary for the safe transportation of dangerous goods by all modes of transport in Canada in a manner harmonized with the international standards, and provides expertise in emergency response in the event of release of dangerous goods. This Program also works to prepare for and coordinate the response to safety and security threats and incidents that may impact the national transportation system or the department with regards to chemical, radiological, biological, nuclear or explosive substances. The Program fosters safety in the transport of dangerous goods, provides oversight of the transportation industry, enforces international conventions signed by Canada and responds to emergency situations that affect the safety of Canadians.

Sub-program 3.5.1: Transportation of Dangerous Goods Regulatory Framework

Description: The Transportation of Dangerous Goods Regulatory Framework program provides a balance of tools (policies, guidelines, regulations and standards) to promote a harmonized regulatory framework for the safe transportation of dangerous goods within Canada and imported to Canada.

Sub-program 3.5.2: Transportation of Dangerous Goods Oversight

Description: The Transportation of Dangerous Goods Oversight program is risk-based and supports compliance of industry with the regulatory framework through services, assessments and validations, inspections, audits, and, when necessary, enforcement.

Sub-program 3.5.3: Emergency Response for Transportation of Dangerous Goods

Description: Required by the *Transportation of Dangerous Goods Act, 1992*, the Transportation of Dangerous Goods' Emergency Response program protects the safety of human life and health, and of property and the environment, by providing immediate 24-hour scientific advice, safety precautions and action measures to first responders through CANUTEC following an incident involving dangerous goods; attending dangerous goods incidents and providing onsite response direction by Transportation Dangerous Goods' Remedial Measure Specialist; producing the Emergency Response Guidebook as a tool for initial response during the first 15 minutes at the scene of an accident involving dangerous goods; responding to security threats in partnership with industry; and conducting research on emergency response to releases of chemicals.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.5 Transportation of Dangerous Goods			
14,727,734	14,727,734	14,793,190	14,576,040

Budgetary Financial Resources (dollars) – For Sub-program Level

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.5.1 Transportation of Dangerous Goods Regulatory Framework		
3,318,097	3,318,097	3,318,097
3.5.2 Transportation of Dangerous Goods Oversight		
8,758,808	8,950,958	8,733,808
3.5.3 Emergency Response for Transportation of Dangerous Goods		
2,650,829	2,524,135	2,524,135

Human Resources (FTEs) – For Program Level and Sub-program Level

2014–15	2015–16	2016–17
3.5 Transportation of Dangerous Goods		
123	125	123
3.5.1 Transportation of Dangerous Goods Regulatory Framework		
27	27	27
3.5.2 Transportation of Dangerous Goods Oversight		
72	74	72
3.5.3 Emergency Response for Transportation of Dangerous Goods		
25	25	25

Performance Measurement – For Program Level and Sub-program Level

Expected Results	Performance Indicators	Targets	Date to be Achieved
3.5 Transportation of Dangerous Goods			
Public safety during the transportation of dangerous goods	Number of reportable releases of dangerous goods per trillion dollars of Canadian gross domestic product (five-year average) (Improvement = decrease)	193.5	September 2014
Public safety during the transportation of dangerous goods	Number of reportable releases of dangerous goods, which caused injuries or deaths per trillion dollars of Canadian gross domestic product (five-year average) (Improvement = decrease)	3.3	September 2014

Expected Results	Performance Indicators	Targets	Date to be Achieved
3.5.1 Transportation of Dangerous Goods Regulatory Framework			
The harmonization of the Transportation of Dangerous Goods Regulations with international regulations and national standards.	Percentage of all new or amended regulatory requirements that are made to seek harmonization with international regulations (Improvement = increase)	70 percent[12]	March 2015
3.5.2 Transportation of Dangerous Goods Oversight			
The dangerous goods industry is compliant.	Percentage of inspections in which the compliance score recorded in Inspection Information System is greater than 8 (severity of non-compliance x risk associated to Class of Dangerous Goods).[13] (Improvement = decrease)	10 percent [90% of industry is meeting expected compliance requirements]	March 2015
3.5.3 Emergency Response for Transportation of Dangerous Goods			
Safe operations at accident sites	Percentage of accident sites that are successfully remediated following the intervention of a transportation of dangerous goods subject matter expert. (Improvement = increase)	90 percent	March 2015

Planning Highlights

In support of this Program and sub-programs, Transport Canada will:

- Implement an action plan for the transportation of dangerous goods by rail, including enhanced risk assessment tools to identify and adapt to changing trade patterns (SP3.5.1, SP3.5.2);

[12] While we expect to increase the target overtime, given Canadian specificity, the target cannot be 100%.

[13] The program uses a risk-based approach to target inspections complemented by a random compliance estimation program. While there is significant year-to-year variation in compliance rates, every incident of non-compliance results in a corrective action as per the TDG non-compliance follow-up policy. The level of severity of non-compliance can vary significantly. For example, non-compliance can range from missing a placard on a means of containment, to not having an approved Emergency Response Plan where one is required.

- Implement a standardized multimodal transportation of dangerous goods oversight framework to support the consistent application of national procedures, refine risk-based inspection planning/reporting and mandate key components of quality assurance programs while recognizing TDG's distinct regulatory framework and oversight responsibilities (SP3.5.2);
- Implement a quality assurance program that verifies inspectors' compliance rates, monitoring, and follow-up procedures in response to the Commissioner of the Environment and Sustainable Development Audit on Transportation of Dangerous Goods (SP3.5.2);
- Develop a transportation of dangerous goods inspector development program to support and manage inspector performance and competencies (SP3.5.2);
- Identify and review the transportation of dangerous goods governance structure, clarifying roles and responsibilities (SP3.5.2); and
- Enhance the efficiency of the transportation of dangerous goods information management system to ensure completeness, consistency, reliability and data sharing (All SPs).

Program 3.6: Aviation Security

Description: The Aviation Security Program develops, administers and oversees the policies, regulations and standards to support the secure conduct of aviation activities in a manner harmonized with international standards. The Program is risk-based and fosters security within the aviation transportation system and provides security oversight of the aviation industry while ensuring that Canada complies with international standards.

Sub-program 3.6.1: Aviation Security Regulatory Framework

Description: The Aviation Security Regulatory Framework program develops and uses a balance of tools (policies, guidelines, regulations and standards) to promote a harmonized aviation security regulatory framework for Canadians and the Canadian aviation industry.

Sub-program 3.6.2: Aviation Security Oversight

Description: The Aviation Security Oversight program supports the aviation industry's compliance with the regulatory framework through services, assessments and validations, inspections, audits and enforcement. The sub-program also contributes to aviation security through incidence management procedures, plans and tools.

Sub-program 3.6.3: Aviation Security Technological Infrastructure

Description: The Aviation Security Technological Infrastructure program develops, evaluates and provides stakeholder access to standards, research data and best practices for technologies that assist the effective, consistent management of aviation security risks.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.6 Aviation Security			
31,672,052	31,672,052	29,778,292	29,503,436

Budgetary Financial Resources (dollars) – For Sub-program Level

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.6.1 Aviation Security Regulatory Framework		
4,956,239	4,167,553	4,167,553
3.6.2 Aviation Security Oversight		
18,603,934	18,110,696	17,835,840
3.6.3 Aviation Security Technological Infrastructure		
8,111,879	7,500,043	7,500,043

Human Resources (FTEs) – For Program Level and Sub-program Level

2014–15	2015–16	2016–17
3.6 Aviation Security		
300	290	288
3.6.1 Aviation Security Regulatory Framework		
42	39	39
3.6.2 Aviation Security Oversight		
201	198	196
3.6.3 Aviation Security Technological Infrastructure		
58	53	53

Performance Measurement – For Program Level and Sub-program Level

Expected Results	Performance Indicators	Targets	Date to be Achieved
3.6 Aviation Security			
Canada is aligned with international aviation security standards	Percentage of aviation security regulations aligned with International Civil Aviation Organization (ICAO) standards (Improvement = increase)	100 percent	March 2015

Expected Results	Performance Indicators	Targets	Date to be Achieved
3.6.1 Aviation Security Regulatory Framework			
Regulatory framework meets international standards	Percentage of the regulatory framework that meets international standards (Improvement = increase)	100 percent	March 2015
3.6.2 Aviation Security Oversight			
Stakeholders understand the compliance requirements within the security regulatory framework	Percentage of completed inspections that did not result in a deficiency (Improvement = increase)	85 percent	March 2015
3.6.3 Aviation Security Technological Infrastructure			
Stakeholders have access to standards	Percentage of approved technologies made available to stakeholders (Improvement = increase)	90 percent	March 2015

Planning Highlights

In support of this Program, Transport Canada will:

- Strengthen aviation security by adopting and integrating processes and procedures that support the organization's enhanced oversight regime (SP3.6.2);
- Manage and develop regulatory adjustments to support the Beyond the Border Action Plan, including expanding the benefits of NEXUS membership for Canadians travelling in the United States, and overseeing upgrades to passenger checked baggage screening equipment at key airports (SP3.6.1 and SP3.6.3); and
- Support initiatives to enhance aviation security while facilitating the transportation of both passengers and goods. (SP3.6.1).

Program 3.7: Marine Security

Description: The Marine Security Program, under the authority of the *Marine Transportation Security Act,* develops, administers and oversees the policies, regulations and standards necessary for the secure conduct of marine activities in a manner consistent with international standards. The Program promotes security within the marine transportation system, provides oversight of the regulated marine transportation industry and enforces international conventions signed by Canada. The Program coordinates marine security policy and regulatory development across the Government of Canada through its leadership of the Interdepartmental Marine Security Working Group and associated activities.

Sub-program: 3.7.1: Marine Security Regulatory Framework

Description: The Marine Security Regulatory Framework program provides a balance of tools (policies, guidelines, regulations and standards) to promote a harmonized maritime security regulatory framework for Canadians and the marine industry.

Sub-program 3.7.2: Marine Security Oversight

Description: The Marine Security Oversight program is risk-based and supports marine security industry compliance with the regulatory framework through services, assessments and validations, inspections, audits, and, when necessary, enforcement.

Sub-program 3.7.3: Marine Security Operations Centres

Description: The Marine Security Operations Centres program works to detect, assess, and support a response to threats in Canada's maritime domain and approaches as a key partner in the Marine Security Operations Centres, by conducting threat and risk assessments of vessels entering Canadian waters and threat assessments of facilities within Canada. The Centres also serve as a maritime-centric interface between national and international partners and stakeholders, and support the Marine Security Oversight program. Transport Canada is a partner in the Marine Security Operations Centres, along with the Canada Border Services Agency, the Canadian Coast Guard, the Department of National Defence and the Royal Canadian Mounted Police.

The threat assessment, and the risk assessment performed by inspectors, provides the basis for the establishment of restricted areas within marine facilities and subsequent access control. Only those who have acquired a Marine Transportation Security Clearance would have access to restricted areas. The access control systems would be audited and tested by inspectors in the regions. Failure to control access could lead to enforcement.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.7 Marine Security			
12,788,946	12,788,946	12,780,880	12,691,055

Budgetary Financial Resources (dollars) – For Sub-program Level

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.7.1 Marine Security Regulatory Framework		
1,062,648	1,062,648	1,062,648
3.7.2 Marine Security Oversight		
6,861,806	6,832,447	6,763,915
3.7.3 Marine Security Operations Centres		

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
4,864,492	4,885,785	4,864,492

Human Resources (FTEs) – For Program Level and Sub-program Level

2014–15	2015–16	2016–17
3.7 Marine Security		
117	116	116
3.7.1 Marine Security Regulatory Framework		
7	7	7
3.7.2 Marine Security Oversight		
66	66	65
3.7.3 Marine Security Operations Centres		
44	44	44

Performance Measurement – For Program Level and Sub-program Level

Expected Results	Performance Indicators	Targets	Date to be Achieved
3.7 Marine Security			
Industry has confidence in Canadian marine transportation security	Percentage of industry indicating confidence in the Canadian marine security transportation system (Improvement = increase)	80 percent	March 2015
3.7.1 Marine Security Regulatory Framework			
A risk-based regulatory framework consistent with international conventions	Percentage of the regulatory framework aligned with domestic legislation and/or adopted international conventions (Improvement = increase)	85 percent	March 2015
3.7.2 Marine Security Oversight			
Stakeholders are compliant with the requirements within the Marine Security regulatory framework	Percentage of inspections completed that do not result in an administrative monetary penalty[14] (Improvement = increase)	90 percent	March 2015

[14] Administrative monetary penalties are typically used for medium or high gravity violations, or in cases where the person refuses to accept responsibility for the violation.

Expected Results	Performance Indicators	Targets	Date to be Achieved
3.7.3 Marine Security Operations Centres			
The Government of Canada has the necessary information to address marine security threats and/or incidents	Percentage of vessels entering Canadian waters for which a regulatory compliance matrix is completed[15] (Improvement = increase)	100 percent	March 2015

Planning Highlights

In support of this Program and sub-programs, Transport Canada will:

- Modernize Marine Security's regulatory and oversight frameworks by developing and amending regulations to align with the evolving legislative marine environment in response to stakeholders, as well as enhance compliance and oversight activities to minimize the number of incidents on Canadian waters (SP3.7.1, SP3.7.2);
- Implement Regulatory Cooperation Council phase II initiatives to increase harmonization of Canada–U.S. regulatory regimes and implement the Canada–U.S. Perimeter Security and Economic Competitiveness initiatives for Maritime Commerce Resilience[xvii] (SP3.7.1); and
- Develop a strategic framework for the mitigation of cyber security risks in the maritime sector (SP3.7.1).

Program 3.8: Surface and Intermodal Security

Description: The Surface and Intermodal Security Program, guided by the *Railway Safety Act*, the *International Bridges and Tunnels Act*, and the *Transportation of Dangerous Goods Act*, develops, administers and oversees the policies, regulations/voluntary frameworks, standards and guidance material necessary for the secure conduct of surface and intermodal activities. The Program fosters the security of the surface and intermodal transportation system across Canada.

[15] The Regulatory Compliance Matrix (RCM) is used to assign a risk score to all vessels that have identified their intent to enter Canadian waters. The RCM assesses the vessel's Pre-Arrival Information Report (PAIR) submission against risk indicators for the purpose of determining compliance with the Marine Transportation Security Regulations (MTSR). The RCM is completed on all regulated vessels prior to their arrival in Canadian waters and the resulting risk score is used to provide recommendations for vessel inspections based on the risk of regulatory non-compliance.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.8 Surface and Intermodal Security			
4,739,231	4,739,231	4,671,670	4,541,375

Human Resources (FTEs) – For Program Level

2014–15	2015–16	2016–17
3.8 Surface and Intermodal Security		
42	41	40

Performance Measurement – For Program Level

Expected Results	Performance Indicators	Targets	Date to be Achieved
3.8 Surface and Intermodal Security			
Stakeholders meet the terms and conditions of the voluntary frameworks	Percentage of assessments of site visits and stakeholders' documentation that resulted in a Memorandum of Understanding non-compliance letter being issued (Improvement = decrease)	5 percent	March 2015

Planning Highlights

In support of this Program, Transport Canada will:

- Strengthen its oversight program by refining its reporting process and enhancing its quality/assurance control program; and
- Enhance the security of international bridges and tunnels with a Memorandum of Understanding.

Program 3.9: Multimodal Safety and Security

Description: The Multimodal Safety and Security Program contributes to policies and standards that enhance safety and/or security in more than one transportation mode (e.g., through integrated management systems and intelligence assessments). It also provides common technical training to employees and system inspectors, ensuring the department's capacity to inspect operators, enforce regulations, and respond to emergency situations that affect Canada's national transportation system. Lastly, this Program works to prepare for and coordinate the response to emerging safety and security threats and situations that may impact the national transportation system or the department.

Sub-program 3.9.1: Multimodal Strategies and Integrated Services

Description: The Multimodal Strategies and Integrated Services program provides strategic direction and advice on and leads the coordination of cross-cutting issues and regulatory and policy initiatives affecting transportation in Safety and Security. This program also directs integrated planning and reporting initiatives for Safety and Security. It serves as the main departmental point of contact for security and intelligence matters through its liaison with the Canadian intelligence community and its central role in the sharing and analysis of intelligence information. In addition, this program is responsible for processing requisite transportation security clearances for workers within the national transportation infrastructure.

Sub-program 3.9.2: Emergency Preparedness and Situation Centres

Description: The Emergency Preparedness and Situation Centres program works to ensure that Transport Canada is prepared for and able to respond to emerging threats and situations that may impact the national transportation system by collaborating closely with partners throughout the department, industry, stakeholders and other government departments and/or agencies. The program seeks to ensure that the department continues to successfully meet its responsibilities under the *Emergency Management Act,* including the Government of Canada's emergency management agenda, focusing primarily on preparedness and response activities.

Sub-program 3.9.3: Integrated Technical Training

Description: The Integrated Technical Training program is responsible for the assessment, design, development, delivery and evaluation of technical and oversight training. This program delivers training products to provide required technical training to the safety and security inspectorate and other clients, such as foreign governments. This program ensures Transport Canada inspectors are prepared, equipped and ready to execute their oversight functions in support of safety and security.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.9 Multimodal Safety and Security			
11,153,164	11,153,164	10,969,705	10,864,344

Budgetary Financial Resources (dollars) – For Sub-program Level

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.9.1 Multimodal Strategies and Integrated Services		
8,337,878	8,355,019	8,333,378
3.9.2 Emergency Preparedness and Situation Centres		
2,047,230	1,846,630	1,762,910

2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
3.9.3 Integrated Technical Training		
768,056	768,056	768,056

Human Resources (FTEs) – For Program Level and Sub-program Level

2014–15	2015–16	2016–17
3.9 Multimodal Safety and Security		
119	118	117
3.9.1 Multimodal Strategies and Integrated Services		
91	91	91
3.9.2 Emergency Preparedness and Situation Centres		
20	19	18
3.9.3 Integrated Technical Training		
8	8	8

Performance Measurement – For Program Level and Sub-program Level

Expected Results	Performance Indicators	Targets	Date to be Achieved
3.9 Multimodal Safety and Security			
Transportation safety and security issues are managed in a consistent manner across all modes.	Percentage of successful completion of 3.9 tasks in support of Strategic Outcome priorities (Improvement = increase)	80 percent	March 2015
3.9.1 Multimodal Strategies and Integrated Services			
Internal stakeholders have the information they need to manage safety and security transportation issues in an integrated and consistent manner across modes	Percentage of safety and security modes' clients indicating a satisfactory rate (at least 80 percent) on services, expertise and guidance provided (Improvement = increase)	85 percent	March 2015
3.9.2 Emergency Preparedness and Situation Centres			
Transport Canada meets its preparedness responsibilities under the *Emergency Management Act*	Rating on the preparedness sections of Public Safety Canada's assessment of the Transport Canada Strategic Emergency Management Plan (Improvement = increase)	85 percent	September 2015
Transport Canada is able to respond to emergency situations	Rating on Transport Canada Situation Centres readiness status (Improvement = increase)	80 percent	March 2015
3.9.3 Integrated Technical Training			
Inspectors and technical experts have the technical competencies they require to fulfill their responsibilities according to established standards	Percentage of training recipients that indicate a satisfaction rating of at least 80 percent on the training courses and workshops (Improvement = increase)	75 percent	March 2015

Planning Highlights

In support of this Program and sub-programs, Transport Canada will:

- Continue to develop guidelines and tools to guide programs in undertaking oversight, including planning and reporting of risk–based inspections (SP3.9.1);
- Enhance the technical training regime to achieve and maintain the right competencies for a talented and proficient inspectorate or technical community (SP3.9.3); and
- Develop a multimodal enforcement plan (SP3.9.1).

Program 4.1: Internal Services[16]

Description: Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are Management and Oversight[17] Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Budgetary Financial Resources (dollars) – For Program Level

2014–15 Main Estimates[18]	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
151,536,296	163,327,800	163,997,542	154,223,589

Human Resources (FTEs) – For Program Level

2014–15	2015–16	2016–17
1,163	1,155	1,134

[16] Performance measurement information is not provided as the Treasury Board Secretariat (TBS) is currently developing government-wide standardized internal services performance measurement framework

[17] Management and Oversight Services include the following service groupings: Strategic Policy and Intergovernmental Relations, Executive Services, Corporate Planning and Reporting, Internal Audit, Evaluation, Integrity Office, Crown Corporation Governance and Internal Management.

[18] The 2014–15 Planned Spending exceeds the 2014-15 Main Estimates funding because the former includes expected expenditures related to maternity and severance pay, which are funded by TBS later in the fiscal year.

Planning Highlights

In support of this Program, Transport Canada will:

- Ensure readiness to adapt business processes and workforce capacity within Internal Services to respond to new public service directions, and to find internal efficiencies;
- Pursue ways to improve information management system efficiency and capacity to ensure Transport Canada data is complete, consistent, reliable, and shareable;
- Ensure robust audit and evaluation functions by implementing approved annual risk-based audit and evaluation plans, and reporting audit and evaluation findings to an external Audit Committee and to an Evaluation Committee; proactively monitoring, assessing risk, and reporting on outstanding external and internal audit and evaluation recommendations; and
- Conducting an annual study of Transport Canada's performance measurement practices.

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of Transport Canada's operations. The forecasted financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented statement of operations is prepared on an accrual accounting basis and the forecast and planned spending amounts presented in other sections of this report are prepared on an expenditure basis, amounts will differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on Transport Canada's website[xviii].

Future-Oriented Condensed Statement of Operations

For the Year Ended March 31 (Thousands of dollars)

Financial Information	Estimated Results 2013–14	Planned Results 2014–15	Change
Total expenses	1,612,329	1,774,097	161,768
Total revenues	89,223	86,917	-2,306
Net cost of operations	1,523,106	1,687,180	164,074

Note: Due to rounding the figures may not agree with the totals or details provided elsewhere. These figures are prepared on an accrual basis and therefore differ from the planned spending in other sections of this Report on Plans and Priorities.

Supplementary Information Tables

The supplementary information tables listed in the 2014–15 Report on Plans and Priorities can be found on Transport Canada's website[xix].

- Details on Transfer Payment Programs (TPP);
- Disclosure of TPPs under $5 million;
- Greening Government Operations;
- Horizontal Initiatives;
- Upcoming Internal Audits and Evaluations over the next three fiscal years; and
- Status Report on Transformational and Major Crown Projects.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures, such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the Tax Expenditures and Evaluations[xx] publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance

Section IV: Organizational Contact Information

Transport Canada welcomes your comments on this report:

Email: Questions@tc.gc.ca
Phone: 613-990-2309
Toll Free: 1-866-995-9737
Teletypewriter (TTY): 1-888-675-6863
Fax: 613-954-4731

Mailing Address:
Transport Canada (ADI)
330 Sparks Street
Ottawa ON K1A 0N5

Endnotes

---

i.Treasury Board Secretariat Estimates Publications and Appropriation Acts, http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp.

ii. Selected Departmental Performance Reports for 2008-2009 – Department of Industry, Department of Transport. Report of the Standing Committee on Public Accounts, September 2010, http://www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&Parl=40&Ses=3&Language=E&DocId=4653561&File=0.

iii.Strengthening Parliamentary Scrutiny of Estimates and Supply. Report of the Standing Committee on Government and Operations Estimates, June 2012, http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5690996&Language=E&Mode=1&Parl=41&Ses=1.

iv.Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

[v] The legislative authority in support of Transport Canada's mandate, http://laws-lois.justice.gc.ca/eng/acts/T-18/

[vi] Laws related to transportation, http://www.tc.gc.ca/eng/acts-regulations/acts.htm

[vii] Department of Justice Canada, http://laws-lois.justice.gc.ca/eng/

[viii] Transport Canada website, http://www.tc.gc.ca/eng/menu.htm

[ix] Government of Canada outcome areas, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

x. 2014-15 Main Estimates, http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp

xi. 2013-16 Federal Sustainable Development Strategy,

http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=A22718BA-1

[xii] Transport Canada's Sustainable Development Strategy, http://www.ec.gc.ca/dd-sd/

[xiii] Federal Sustainable Development Strategy, http://www.ec.gc.ca/dd-sd/

[xiv] Transport Canada website, http://www.tc.gc.ca/eng/menu.htm

[xv] *International Bridges and Tunnels Act*, http://www.tc.gc.ca/eng/acts-regulations/acts-2007c1.htm

[xvi] Regulatory Cooperation Council, http://actionplan.gc.ca/en/content/regulatory-cooperation-council

[xvii] Canada / U.S. Perimeter Security and Economic Competitiveness initiatives, http://actionplan.gc.ca/en/page/bbg-tpf/beyond-border-action-plan

[xviii] Financial Reports of Transport Canada, http://www.tc.gc.ca/eng/corporate-services/finance-fs-791.htm

[xix] Transport Canada's 2014–15 Report on Plans and Priorities, www.tc.gc.ca/eng/corporate-services/planning-625.htm

xx. Government of Canada Tax Expenditures, http://www.fin.gc.ca/purl/taxexp-eng.asp